

PART TWO BEST EVALUATION REPORT

EFFORT EFFECT PERFORMANCE POPULATION RESULTS

Effort

Part Two contains the BEST-wide evaluation data. Effort of the BEST grantees is organized accordingly:



1. To learn about which BEST Grantees were funded and what was spent on services, go to page 32 .
2. To learn about who the BEST-funded staff members were, go to page 35.
3. To learn about who the BEST children and youth customers were, go to page 40.
4. To learn about service strategies BEST Grantees used, go to page 49.
5. To learn about how much service Grantees provided, go to page 54 .
6. To learn about the cost per hour of service, go to page 55.

Inputs:

What was the amount funded this year?

BEST Service Provider FY 2007-2008	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
23 Grantees	\$ 2,849,249	\$ 1,469,860	\$ 4,319,109	52%

Table 9

BEST funded 23 separate contracts to provide services for FY 2007-08 to San José's children and youth. The \$2.85 million in BEST grants was matched with \$1.47 million in matching funds for total funds of \$4.32 million. The BEST evaluation system defines these inputs as funds used to hire staff, purchase materials, and other resources needed to carry out contracted services.

The BEST contracts require a minimum match of 20%. All the grantees exceeded this minimum match. The following tables indicate the amount granted and matched for each of the 23 grantees.

BEST Grantees for Cycle XVII - FY 2007-2008

Table 10

BEST Service Provider FY 2007-2008	Annual BEST Funding	Annual Contract Budget Match	Total Funds	Percent Matching Funds
Alum Rock Counseling Center	\$219,666	\$52,958	\$272,624	24%
Asian American Recovery Services	\$50,000	\$15,000	\$65,000	30%
Bill Wilson Center	\$72,450	\$14,490	\$86,940	20%
California Community Partners for Youth	\$58,600	\$11,700	\$70,300	20%
California Youth Outreach	\$432,242	\$103,209	\$535,451	24%
Catholic Charities-YES	\$284,760	\$69,916	\$354,676	25%
Center for Training Careers	\$63,000	\$12,600	\$75,600	20%
Cross-Cultural Community Service Center	\$63,000	\$15,100	\$78,100	24%
EMQ Children & Family Service	\$77,000	\$45,403	\$122,403	59%
Family Children Services- FAST	\$79,674	\$44,137	\$123,811	55%
Filipino Youth Coalition	\$95,000	\$31,000	\$126,000	33%
Firehouse	\$123,072	\$31,400	\$154,472	26%
Foundry School	\$50,000	\$46,975	\$96,975	94%
Fresh Lifelines for Youth	\$145,000	\$341,131	\$486,131	235%
Friends Outside	\$102,775	\$89,000	\$191,775	87%
George Mayne School	\$96,400	\$32,900	\$129,300	34%
Girl Scouts-Got Choices	\$37,613	\$64,112	\$101,725	170%
Mexican American Community Services Agency	\$158,000	\$39,824	\$197,824	25%
Next Door Solutions to Domestic Violence	\$46,410	\$82,462	\$128,872	178%
Pathway Society	\$312,837	\$62,567	\$375,404	20%
Rohi Alternative Community Outreach	\$80,250	\$202,075	\$282,325	252%
Ujima Adult & Family Services	\$149,000	\$29,800	\$178,800	20%
Volunteer Center of Silicon Valley	\$52,500	\$32,101	\$84,601	61%
Total All BEST Service Providers	\$2,849,249	\$1,469,860	\$4,319,109	52%

BEST grants ranged from to \$37,613 for Girl Scouts - Got Choices to \$432,242 to California Youth Outreach. The matching funds ranged from to \$11,700 for California Community Partners for Youth to \$341,131 for Fresh Lifelines for Youth. Overall BEST grants were matched with \$1,469,860 in matching funds for a 52% leverage or match of BEST funds.

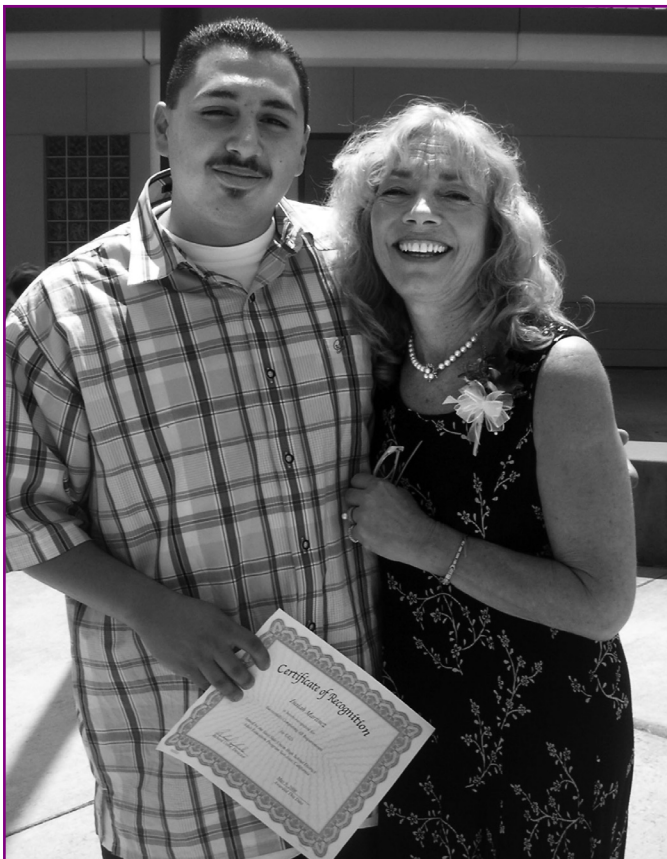
BEST Matching Funds

This year, BEST matching funds were down significantly as compared to previous years. Historically, BEST funds were matched with 91% of funds from other partners. This year, the level of matching funds allocated was 52%, and the level of matching funds spent was 51%. This is an area to be addressed since some of the decline in match is due to a new definition of what is accepted as matching funds.

In the Performance Logic Model, the funding or inputs should reflect all costs to operate the programs, including the resources contributed by other funding partners who are assisting the BEST grantees. This year's change in how grantees were required to report their actual and matching funds signals a significant shift compared to previous funding cycles. This change limits the reporting of the true cost of providing services and misrepresents what it takes to deliver services. Historically, BEST has used the accepted definition that the inputs used to carry out the services needs to reflect all funds needed to operate a successful program - BEST funds and matching funds. Over the years, BEST has attempted not to silo their funding, but to blend their funding with their grantees' and the grantees' partner funds.

Evaluators are encouraging BEST to use the historical definition to capture the match provided by BEST grantees and their partners. With numerous other cities modeling their efforts after the Mayor's Gang Prevention Task Force and BEST, it is important to demonstrate how they can use their cities' funds to leverage funds from schools, probation, social services, foundations, and other partners. The City of San José model is that of a community that works together with their high-risk and gang-impacted youth to keep them in school/educational settings and provides the funds necessary to assist youth to be held accountable for their behaviors. This model needs to continue.

Willie Ellison, a retired member of the evaluation team, used to say that society needs to remember that every year we get a new batch of 13 year olds that we need to socialize and to show the value of school and pro-social behaviors in order that they be able to attain the goal of being ready for a productive, healthy, and safe future. The magnitude of this task requires that everyone in San José work together in partnership to make sure that all of our children are given a chance to learn the skills, knowledge, behaviors, and attitudes necessary for a productive, healthy, and safe future.



What did BEST spend on services this year?

Table 11

BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent
\$2,764,790	\$1,407,766	\$4,172,556	97%	97%

Grantees spent \$4,172,556 of their total funds. They spent 97% of their BEST funds and 97% of their matching funds. The BEST funds spent were leveraged by the matching funds spent at a rate of 52%.

What did BEST Grantees spend this year?

Table 12

BEST Service Provider FY 2007-2008	BEST Funds Spent	Matching Funds Spent	Total Funds Spent	Percent of BEST Funds Spent	Percent of Total Funds Spent
Asian American Recovery Services	\$50,000	\$15,000	\$65,000	100%	100%
Alum Rock Counseling Center	\$219,666	\$52,958	\$272,624	100%	100%
Bill Wilson Center	\$72,450	\$14,490	\$86,940	100%	100%
California Community Partners for Youth	\$58,600	\$11,700	\$70,300	100%	100%
California Youth Outreach	\$432,242	\$103,209	\$535,451	100%	100%
Catholic Charities-YES	\$284,760	\$54,140	\$338,900	100%	96%
Center for Training Careers	\$63,000	\$12,600	\$75,600	100%	100%
Cross-Cultural Community Service Center	\$63,000	\$15,100	\$78,100	100%	100%
EMQ Children & Family Service	\$57,586	\$31,331	\$88,917	75%	73%
Family Children Services- FAST	\$63,363	\$36,101	\$99,464	80%	80%
Filipino Youth Coalition	\$95,169	\$31,023	\$126,191	100%	100%
Firehouse	\$112,371	\$50,664	\$163,035	91%	106%
Foundry School	\$37,500	\$35,231	\$72,731	75%	75%
Fresh Lifelines for Youth	\$145,000	\$341,131	\$486,131	100%	100%
Friends Outside	\$76,784	\$62,300	\$139,084	75%	73%
George Mayne School	\$96,400	\$32,900	\$129,300	100%	100%
Girl Scouts-Got Choices	\$37,569	\$59,312	\$96,881	100%	95%
Mexican American Community Services Agency	\$158,333	\$41,257	\$199,590	100%	101%
Next Door Solutions to Domestic Violence	\$46,410	\$82,462	\$128,872	100%	100%
Pathway Society	\$312,837	\$62,678	\$375,515	100%	100%
Rohi Alternative Community Outreach	\$80,250	\$198,612	\$278,862	100%	99%
Ujima Adult & Family Services	\$149,000	\$29,800	\$178,800	100%	100%
Volunteer Center of Silicon Valley	\$52,500	\$33,768	\$86,268	100%	102%
Total All BEST Service Providers	\$2,764,790	\$1,407,766	\$4,172,556	97%	97%

Eighteen (18) of the twenty-three (23) BEST grantees spent 100% of their funds. Five (5) grantees did not spend all of their BEST funds as reported in the fourth quarter: EMQ Children & Family Service, Family Children Services- FAST, Firehouse, Foundry School, and Friends Outside.



Who were the staff providing service?

Table 13

Paid FTE Staff	Years Experience	Years Schooling	Male	Female
63.3	8.9	14.8	35.0%	65.0%

Note: Paid FTE Staff are compensated through grantees' budgets and does not take into account volunteers, as was the case in past years.

Why are Staff so important to the success of BEST programs?

Evaluators were very impressed with the professionalism, dedication, and tenacity of BEST-funded staff. BEST-funded staff demonstrated a passion for improving the lives of children and youth. The staff were dynamic, demonstrated respect for children and youth, and clearly served as caring and supportive adults in their lives.

Lisbeth B. Schorr, the Director of the Harvard University Project on Effective Interventions, points out the importance of talented, flexible, and dedicated program staff. Schorr also co-chairs the Roundtable on Comprehensive Community Initiatives for Children and Families of the Aspen Institute. With her research on improving the future of children, families and communities, she is a recognized leader in major national efforts on behalf of children and youth. Her latest book, "Common Purposes, Strengthening Families and Neighborhoods to Rebuild America," is considered essential reading for people interested in improving the conditions of families and children in the United States.

Schorr conducted research on thousands of programs across the country and determined seven attributes of highly effective programs. She also reviewed why certain successful programs flourished. She concluded that all successful programs require gifted and tenacious individuals to design, implement, and evaluate programs. The following are excerpts from her latest book on why program staff are essential for the delivery of quality services.

Schorr's Seven Attributes of Highly Effective Programs

1. Successful programs are comprehensive, flexible, responsive, and persevering. No one ever says, 'this may be what you need, but it's not part of my job to help you get it.' That struck me as the key...to success.
2. Successful programs see children in the context of their families. 'We nurture parents so they can nurture their children.'
3. Successful programs deal with families as part of the neighborhoods and communities. Successful programs grow deep roots in the community and respond to the needs identified by the community.
4. Successful programs have a long-term prevention orientation, a clear mission, and continue to evolve over time. They hold their goals steady but adapt their strategies to reach their goals.
5. Successful programs are well managed by competent and committed individuals with clearly identified skills.
6. Staff of successful programs are trained and supported to provide high-quality, responsive services. Effective programs are aware that the greater the discretion given to front-line staff, the greater the

need and importance of excellent training.

7. Successful programs operate in settings that encourage practitioners to build strong relationships based on mutual trust and respect (Schorr, 1997).

Importance of Staff

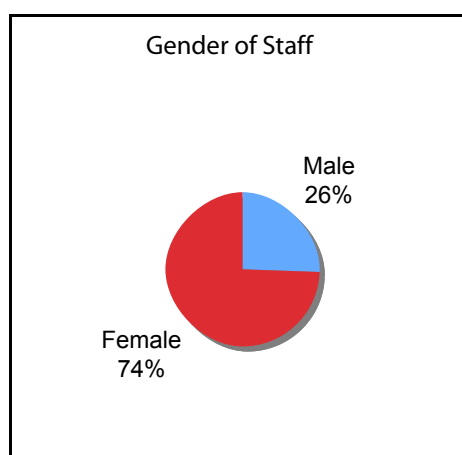
"It is the quality of staff that makes a program" is the common sense expression that many hold to be true. The evaluators share this assumption and attempted to determine the quality and commitment of the staff through interviews, questionnaires, observations, and focus groups.

BEST Funded Staff

This report contains information about the extent to which the staff of BEST-funded service providers applied the principles of youth development. Evaluators met with the staff for interviews and focus groups. The 118 BEST-funded staff members also completed a questionnaire about the importance of various child and youth developmental assets, program components and how effectively they had been implemented, as well as answered questions about the effectiveness of their organizations and collaboratives.

The following chart and table indicate the gender and ethnicity of staff funded by BEST who filled out staff quality improvement questionnaires.

Chart 7– BEST-funded Staff by Gender



Seventy four percent of the staff funded by BEST are female.

Table 14 – BEST-funded Staff by Ethnicity

Ethnicity of BEST Funded Staff		
	Number	Percent
Latino American	55	46.6%
African American	5	4.2%
Asian/PI American	18	15.3%
Caucasian American	24	20.3%
Native American	5	4.2%
Mixed/Other	11	9.3%
Total	118	

BEST-funded staff members represent a sample of the highly diverse ethnic population of San José with the largest percentage being Latino Americans.

Table 15 – Experience Working with Children and Families

Levels of Work Experience of Staff		
	Number	Percent
Under 3yrs exp	12	12.5%
3 to 5 yrs	28	29.2%
5 to 10 yrs	26	27.1%
over 10 yrs	30	31.3%
Total	96	

BEST-funded staff members have an average of 8.9 years of experience working with children and families.

Chart 8– Work Experience of Staff

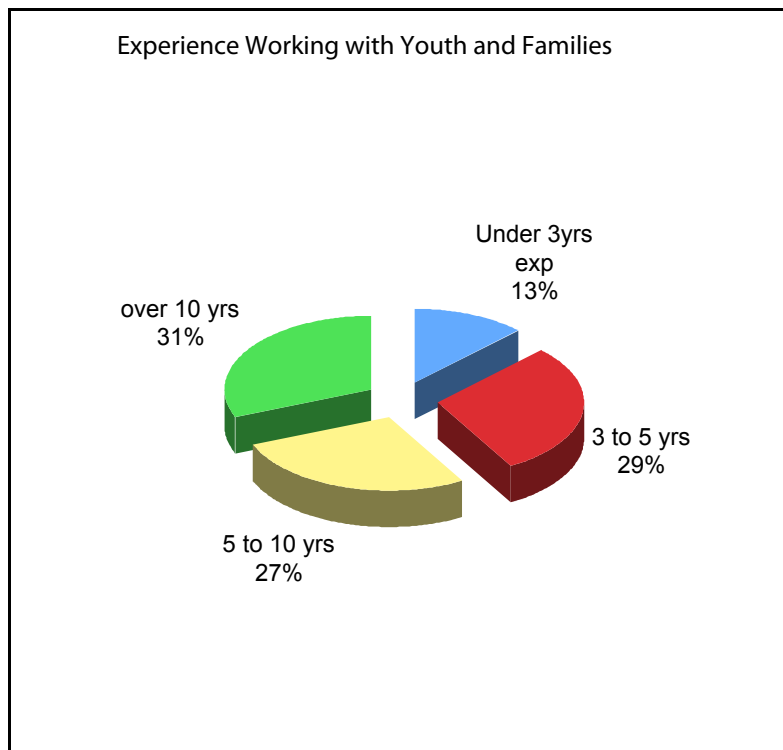
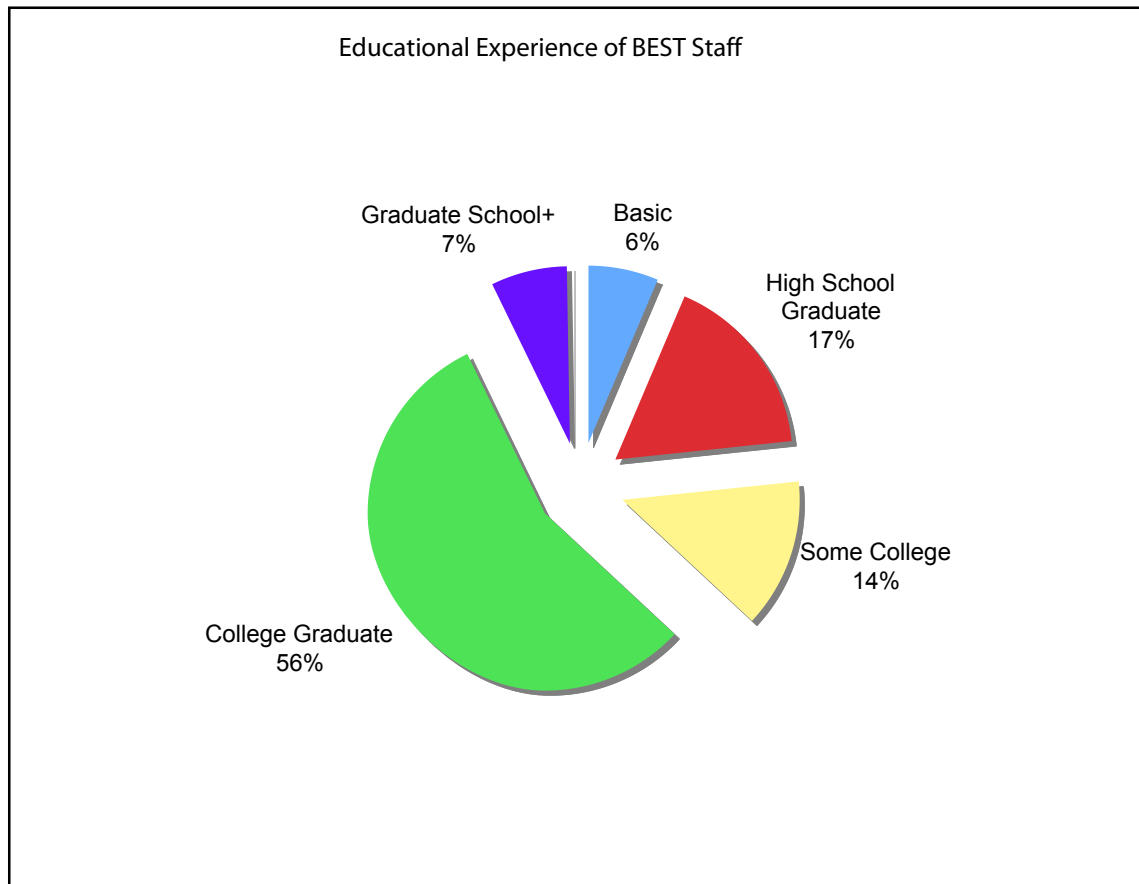
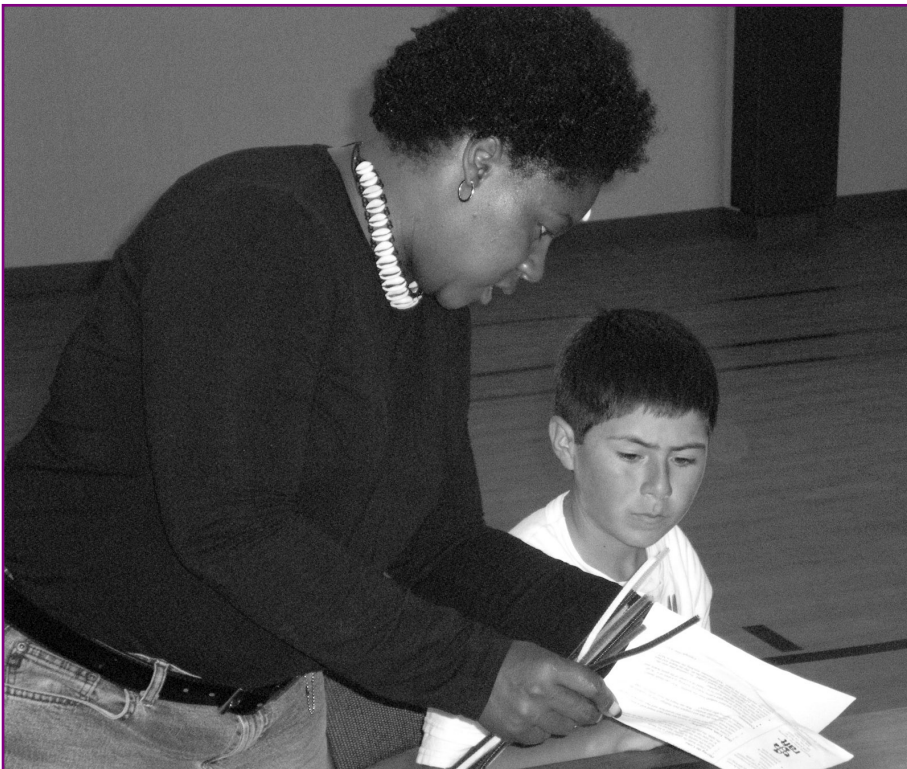


Chart 9– Educational Background of BEST-funded staff



BEST-funded staff members have an average of 14.8 years of education and schooling. This means, on average, staff members have almost three years of college. More than half of the staff funded are college and university graduates.





How did staff rate child/youth development strategies?

Staff members were asked to evaluate their strategies based on twenty-eight (28) child/youth developmental assets. Each BEST-funded staff member was given a list of program design components related to developmental assets. For each item on the list, they were asked to rate the importance of each design component and how well they performed in implementing the component.

The table on the next page shows the ranking results, completed by 687 BEST-funded grantee staff members. Respondents agreed with the following observations of the evaluators:

- The Grantees have successfully engaged youth to participate in activities.
- Youth are treated with respect by program staff.
- Youth developed new relationships with additional caring and supporting adults.
- The programs are practicing the theories of child and youth development assets.

One hundred and eighteen (118) staff members from BEST-funded agencies rated the importance of twenty-eight (28) youth developmental asset goals on a scale from one to ten (1-10), with ten (10) being the most important for their respective agency. Staff also rated the degree to which the agency was accomplishing each goal on a scale from one to ten (1-10), with ten (10) being the most effective for their respective agency. The average ratings across 118 staff members were calculated for each of the 28 goals on both rating scales. The mean scores were ordered and the orderings compared. The two orderings correlated 0.94, indicating a high degree of agreement between importance and level of accomplishment across agencies. Thus, staff tended to see a match between the degree of emphasis placed on the 28 goals and the extent to which their agency was helping clients achieve their goals. This alignment of strategy with results reflects a high degree of maturity of operation across the agencies participating in the BEST program.

The last column in the table indicates the difference between the importance of the particular goal and its accomplishment. Since accomplishment was subtracted from importance, negative discrepancies reflected more emphasis and less accomplishment. Only three goals, “Youth learn to respect the community, Youth learn to set higher expectations for themselves,” and “Youth are encouraged to accept the diversity and uniqueness of each participant,” were rated as clearly less accomplished relative to importance. These goals may be either more difficult to achieve or take longer to achieve than other goals. Training staff on ways to accomplish these goals in a more effective and timely manner may be helpful to BEST-funded programs. Three goals were rated as higher in accomplishment than importance, signaling either misplaced effort or a lack of appreciation among staff toward their true importance. In contrast, these three goals may be easier to achieve, as reflected in the levels of accomplishment that clearly exceed the levels of importance.

Areas for continuous improvement are indicated in Table 20. These topics could be considered for discussion at BEST’s quarterly meetings with service providers.

“Children are treated with respect by program staff and are provided with a safe place to participate” is Ranked Number One and Number Two in Accomplishment

Staff members agreed with the evaluators’ positive assessment that each grantee staff begins by respecting youth and providing them a safe space. The table on the next page shows the rankings of how important and how well each of the staff members felt their services contributed to accomplishing each statement.

Child/Youth Developmental Asset Goals Ranked by Importance and Degree of Accomplishment by BEST funded Grantee Staff

Table 16

Youth Developmental Asset Strategies: Importance and Accomplishment				
Statement That Was Rated	Importance Rank	Accomplishment Rank	Discrepancy in Rank	Strengths and Improvement
Children are treated with respect by program staff.	1	1	0	
Program provides children a safe place for their participation.	6	2	4	
Youth are expected to respect each other and program staff.	2	3	-1	
Children feel like they belong and are accepted by the program.	3	4	-1	
Children are expected to respect the diversity of the group.	4	5	-1	
Youth are encouraged to bond with other youth and staff.	14	6	8	Over Accomplishment
Program has a focus with clearly stated goals and objectives.	7	7	0	
Children develop new relationship with additional caring and supporting adults.	5	8	-3	
Youth learn how to resolve differences non-violently.	10	9	1	
Program encourages youth to find something they can be good at.	15	10	5	Over Accomplishment
Program has high expectations for participants.	12	11	1	
Youth learn how to say what they want.	13	12	1	
Children learn teamwork and how to work with each other.	16	13	3	
Youth learn to set higher expectations for themselves.	8	14	-6	Needs Improvement
Children learn how to listen.	22	15	7	Over Accomplishment
Youth are encouraged to accept the diversity and uniqueness of each participant.	9	16	-7	Needs Improvement
Program has clear rules for attendance and behavior.	17	17	0	
Youth learn how to compromise.	19	18	1	
Program allows participants to participate in some of the decisions affecting the program.	24	19	5	Over Accomplishment
Program sees children in context of their families.	23	20	3	
Children increase their level of participation at school.	18	21	-3	
Youth learn to respect the community.	11	22	-11	Needs Improvement
Youth increase their level of participation in the community.	20	23	-3	
Youth increase their level of participation at home.	21	24	-3	
Youth understand how their mind works to learn new things.	25	25	0	
Youth are organized into clubs, teams, and/or groups to carry-out projects, trips, and events.	26	26	0	
Youth learn about how the legal system works.	27	27	0	
Youth learn how the political and economic systems work.	28	28	0	

Note: Larger negative discrepancies identify items deemed more important that are not being accomplished, while larger positive discrepancies denotes items of lower importance being accomplished well.

Who are our youth customers?

Table 17

Total Unduplicated Customers	Male	Female	Level of Youth Developmental Assets	
4,520	53.1%	46.9%	LOW	
0-5 yrs	6-10 yrs	11-14 yrs	15-20 yrs	(over 20)
3%	6%	18%	71%	3%
Asian Pacific Americans	African Americans	Latino Americans	Caucasian Americans	Other
12%	7%	71%	5%	4%
Client At-Risk	Client High-Risk	Client-Gang Supporter	Client-Gang Member	Hard-Core Gang Member
24%	28%	21%	22%	5%

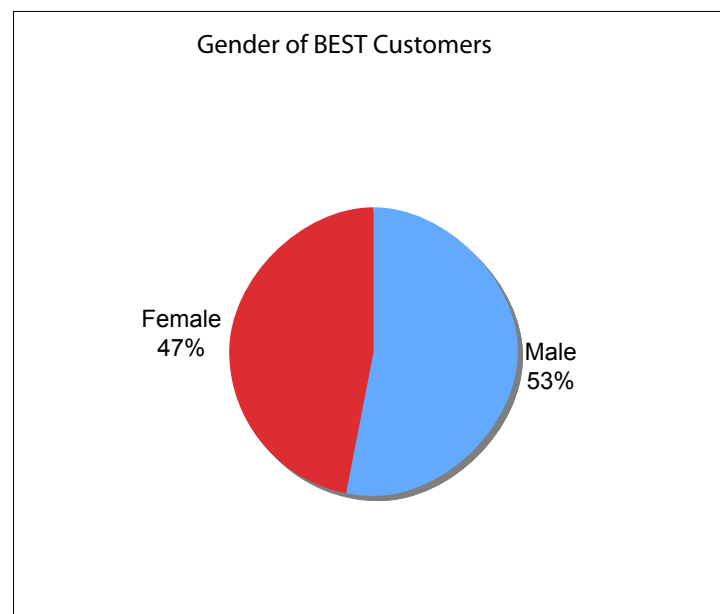
BEST Grantees served 4,520 unduplicated, registered customers with ongoing services. Registered customers were those customers who are reported in the BEST Grant Monitoring and Evaluation System Demographic and Status Report Form. The Evaluation Team removed any duplications of customers in order to develop a count of unduplicated customers across all BEST-funded grantee programs. It should be noted that the number of registered customers are ongoing customers who received an average of sixty-three (63) hours of services. BEST does not track short-term or one-time customers.

The BEST Performance Logic Model Evaluation System uses the following indicators to report on the child and youth customers served this year:

- Gender
- Ethnicity
- Age
- Level of Child/Youth Developmental Assets
- Estimated Level of Risk for Gang Involvement

BEST Grantees Served 4,520 Unduplicated Customers this Year

Chart 10



Child and Youth customers were 47% female, and 53% male.

Gender and Number of BEST Customers by Grantee

Table 18

Gender of Youth by Agency			
	Number of Unduplicated Clients	Male	Female
Asian American Recovery Services	82	58.5%	41.5%
Alum Rock Counseling Center	172	55.2%	44.8%
Bill Wilson Center	53	64.2%	35.8%
California Community Partners for Youth, Inc. (CCPY)	95	46.3%	53.7%
Cross-Cultural Community Service Center	53	47.2%	52.8%
Catholic Charities-YES	334	62.0%	38.0%
Girl Scouts of Santa Clara County	389	0.0%	100.0%
Center for Training Careers	91	69.2%	30.8%
California Youth Outreach	373	66.0%	34.0%
EMQ Children & Family Service	89	49.4%	50.6%
Firehouse Community Development Corporation	93	68.8%	31.2%
Foundry Community Day School/SCCOE	155	71.6%	28.4%
Family Children Services	146	41.1%	58.9%
Fresh Lifeline for Youth	228	71.9%	28.1%
Friends Outside	156	60.9%	39.1%
Filipino Youth Coalition	183	60.1%	39.9%
George Mayne School	159	45.9%	54.1%
Mexican American Community Services Agency	136	83.8%	16.2%
Next Door Solutions to Domestic Violence	391	44.2%	55.8%
Pathway Society	721	54.4%	45.6%
ROHI Alternative Community Outreach	238	69.7%	30.3%
UJIMA Adult & Family Services	114	34.2%	65.8%
Volunteer Center of Silicon Valley	45	46.7%	53.3%
Missing Data	24		
All Agencies	4,520	53.1%	46.9%

This table indicates how many unduplicated customers each BEST grantee served over time. Grantees only track long-term customers who receive services over time. One-time and short-term customers are not documented for demographics and case management.

This table shows the number of customers and their gender by BEST grantee. More tables with grantee data are found in the individual write-ups of each grantee.

Ethnicity of BEST Customers

BEST Service Providers served youth from a wide range of ethnic backgrounds. The following table and chart show the ethnic makeup of BEST customers.

Table 19

Ethnic Groups of Youth		
	N	Percent
Asian American	126	3%
African American	318	7%
Cambodian American	23	1%
Caucasian American	205	5%
Filipino American	202	4%
Latino American	3,170	70%
Native American	28	1%
Pacific Islander Amer.	37	1%
Vietnamese American	157	3%
Other	254	6%
Total	4,520	

BEST Customers were 70% Latino Americans, 12% Asian and Pacific Island Americans, and 7% African Americans as the largest ethnic groups served.

Note to reader:
Percentages are rounded so they may not add up to 100%.



What are the ages of BEST customers?

The following tables and charts display the age distribution of BEST customers this year. Data for ages of customers indicate that:

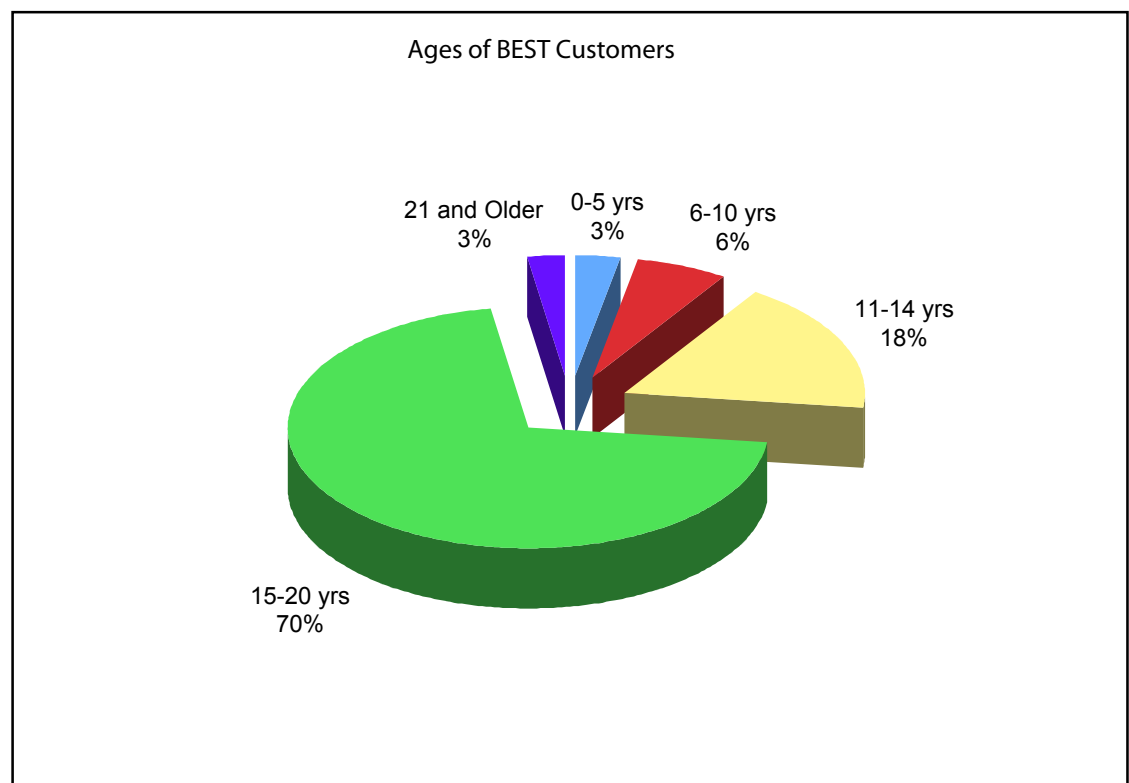
- 3% are under 5 years old,
- 6% of the customers are 6-10 years old,
- 18% are 11 to 14 years old,
- 71% are 15 to 20 years old, and 3% are over 21 years old.

Table 20

Age Groups of Youth		
	Number	Percent
0-5 yrs	138	3.2%
6-10 yrs	262	6.0%
11-14 yrs	775	17.7%
15-20 yrs	3,093	70.6%
21 and Older	110	2.5%
Total	4,378	

The majority of BEST Customers are 15 to 20 years old or high school age youth. The second largest age range is middle school youth. Note: 142 youth had missing data on ages.

Chart 11



Target Population for BEST Services

The MGPTF Policy Team has identified the following client service groups:

- Families (including parents and children) and friends of youth involved with the gang lifestyle, and those who have a history of domestic violence, or have been incarcerated for gang-related crimes.
- Youth ages 12-21 exhibiting high-risk behaviors; youth committing intentional acts of violence.
- Youth exhibiting high-risk behaviors related to gang lifestyles.
- Youth identified as gang members and/or have been arrested for gang-related incidents or acts of gang violence.

Gang Impact on BEST Youth Customers

Type of Youth Customer

The BEST program has used common definitions for youth customers that were adopted by the Mayor's Gang Prevention Task Force. The following categories are designed to help describe services delivered to customers. They are not intended as "labels" or exclusionary definitions. Groups do not label individual youth but estimate the level of gang impact and involvement for their youth customers as a percentage of the youth served.

At Risk Youth- Usually 5 to 18 years of age. Demonstrates early signs of academic, attendance, and behavioral problems but has had no involvement in the juvenile justice system. Knows about gangs but has no involvement in them.

High-Risk Youth- Usually 8 to 18 years of age. Has high rate of school absences and truancy. May be involved in the juvenile justice system. Not formally involved in a gang, but has had numerous fights and condones violence as a method to resolve conflict and to maintain respect.

Gang Supporter- Usually between 10 and 18 years of age. "Hangs out" with gang members but does not formally join a gang. Has little involvement with the school system and usually abuses/uses alcohol and drugs. May carry weapons and has accepted intimidation and violence as the best way to resolve conflict.

Gang Member- Usually between 12 and 18 years of age. Has joined a gang. Rejects authority figures of family, school, and others within the community. Is not yet considered a Hard Core Gang Member but may have spent time in juvenile hall, a juvenile ranch, or California Department of Corrections and Rehabilitation Division of Juvenile Justice facility. Actively recruits new gang members.

Hard Core Gang Member- Usually 14 to 18 years of age. Has totally committed to a gang and gang lifestyle and accepts no authority other than the gang. Usually has graduated from local juvenile justice facilities to state juvenile justice facilities. Completely rejects any value system other than that of the gang. Most likely recognized as a gang member by law enforcement agencies.

BEST Grantees were able to increase the percentage of gang-involved youth served by 170% from three years ago.

Distribution of BEST Cycle XVII Funds by Type of Customer Served

The following chart illustrates the distribution of type of customer served in Cycle XVII. The graph indicates that 24% of customers were at-risk, 28% were high-risk youth, and 47% of customers were gang supporters, gang members, or hard-core gang members.

Chart 12

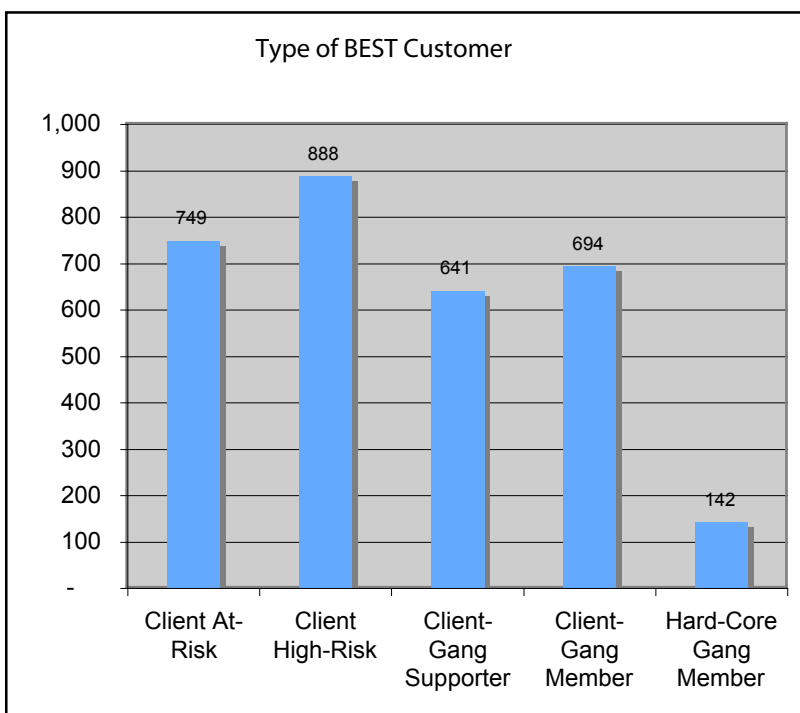


Table 21

Type of BEST Customer		
	Number	Percent
Client At-Risk	749	24%
Client High-Risk	888	28%
Client-Gang Supporter	641	20%
Client-Gang Member	694	22%
Hard-Core Gang Member	142	5%



Note to reader: Percentages are rounded so they may not add up to 100%.

Target Service Population Profiles

Gang-Impacted Individuals:

1. Knows some neighborhood gang members, but does not associate with them.
2. Admires or respects gang lifestyle characteristics.
3. Sees gang member as "living an adventure."
4. Has no personal contact with juvenile justice system.
5. Has periodic family crises and/or has a child welfare case.
6. Is low-income, and/or lives in overcrowded living conditions.
7. Has limited or no participation in structured social/recreational programs in neighborhood.
8. Lives in gang-organized "turf" area where the gang is highly visible.
9. Exhibits early signs of school-related academic, attendance and behavioral problems.
10. Has experience in gang intimidation or has seen violent gang acts.
11. Feels unsafe alone in neighborhood.
12. Has family members who have lived or are living a juvenile delinquent, criminal and/or gang lifestyle.
13. Is beginning to experiment with drug/alcohol use.

Table 22

Gang Impacted		
	Number	Percent
Yes	1885	77.5%
No	548	22.5%
Total	2433	

These were new definitions for this year and some grantees did not assess their clients. Evaluators commend that a task force of grantees that met with BEST staff to develop new definitions for the new MGPTF Strategic Work Plan. The above data comes from the quarterly reports submitted by each grantee.

Delinquent Individuals:

1. Has had several contacts with the juvenile justice system and law enforcement. May have spent time in juvenile hall, may have had a probation officer and/or may have participated in delinquency diversion program.
2. Does not see the future as providing for him/her, but more from a perspective of "you have to take what you can get."
3. Casually and occasionally associates with gang members.
4. Has a high rate of school absences, and experiences school failure and disciplinary problems.
5. Uses free time after school to "hang out," and does not participate in sports, hobbies or work.
6. Carries a knife or other weapon for safety and/or intimidation.
7. Is unemployed, does not want a job, and/or sees working at minimum wage as "slave wages."
8. Is suspicious and hostile toward others who are not in his/her close circle of friends.
9. Does not value other people's property.
10. Believes and follows his/her own code of conduct, not the rules of others.
11. Only follows friends' advice, and does not trust anyone other than friends.
12. Uses alcohol and illegal drugs.
13. Has had numerous fights, and sees violence as a primary way to settle disagreements and maintain respect.
14. May claim a turf or group identity, but still values independence from gang membership.
15. May have been placed in an alternative home or living situation for a period of time.

Table 23

Delinquent		
	Number	Percent
Yes	1260	69.7%
No	548	30.3%
Total	1808	

Where Do BEST Customers Live in San José?

The following tables and charts indicate where the BEST customers live. The first table explains how the regions of San José are defined. The second table indicates how many customers live in each Zip Code, and the graphic shows you the number of customers for each region. The regions of town where BEST customers live and corresponding percentage of customers can be summarized as follows:

Region of San José			
	SJ Hills	16%	
Central SJ	16%	North SJ	1%
East SJ	45%	Outside SJ	8%
South SJ	10%	Unknown	2%
West SJ	3%		

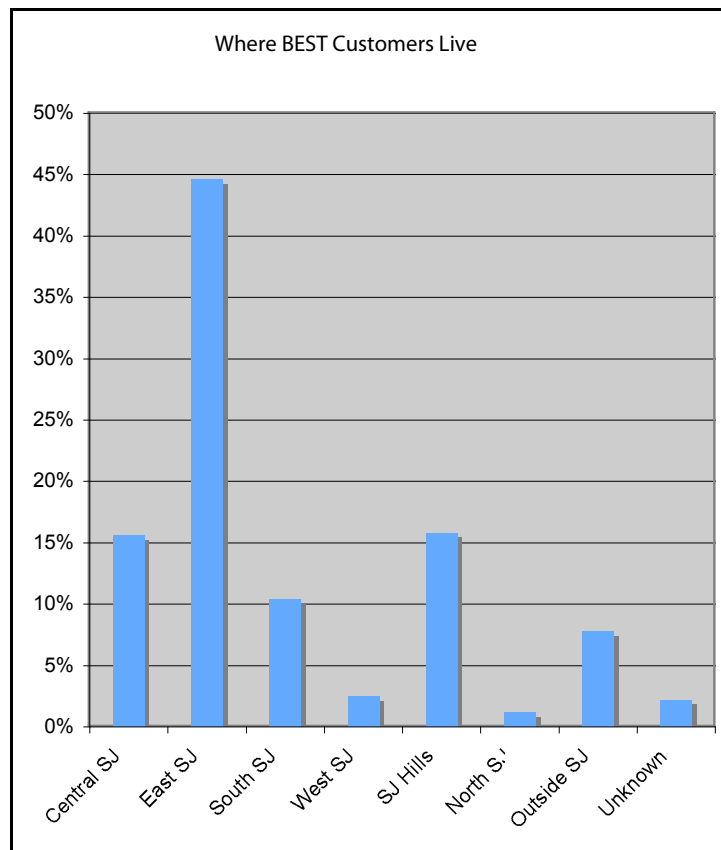
Table 24

Zip Code Where BEST Customers Live	
95110,95111,95113,95125, 95126,95131,95192=1	Central SJ
95112,95116,95121,95122,95133=2	East SJ
95118,95119,95120,95123,95124,95136,95139,95141,95193=3	South SJ
95117,95128,95129,95130=4	West SJ
95127,95132,95135,95137,95138,95140,95148=5	SJ Hills
95131,95134=6	North SJ

Table 25

Residence Zip Code of Youth		
ZIP	Number	Percent
95110	74	1.6%
95111	449	9.9%
95112	213	4.7%
95113	4	0.1%
95114	2	0.0%
95116	430	9.5%
95117	24	0.5%
95118	35	0.8%
95119	85	1.9%
95120	4	0.1%
95121	264	5.8%
95122	999	22.1%
95123	222	4.9%
95124	44	1.0%
95125	59	1.3%
95126	62	1.4%
95127	382	8.5%
95128	70	1.6%
95129	4	0.1%
95130	13	0.3%
95131	56	1.2%
95132	125	2.8%
95133	109	2.4%
95134	53	1.2%
95135	18	0.4%
95136	65	1.4%
95138	47	1.0%
95139	13	0.3%
95148	141	3.1%
Other Zips	357	7.9%
Unknown	97	2.1%
Total	4520	

Chart 13



Why is this important? BEST and other community stakeholders are concerned about the overall well-being and healthy development of San José youth. Zip code data is one indicator of whether BEST is serving those youth most likely to need BEST support and assistance in realizing healthy development, such as children growing up in poverty.

BEST Child and Youth Customers' Level of Developmental Assets

Youth Self-Assessment of Risk Avoidance, Protective, and Resiliency Assets (RPRA)

The evaluation system used the Risk Avoidance, Protective, and Resiliency Asset Assessment (RPRA) Instrument to conduct a self-assessment of these assets for 2,252 children and youth. The RPRA instrument used in this evaluation has been developed for the BEST Evaluation and tested by the evaluators on 112,042 youth in Santa Clara and San Mateo Counties and 31,682 youth in San José. The RPRA has been employed by over 185 community-based organizations and public agencies as a method of measuring the assets of the youth they serve. The short form of the instrument has an alpha reliability of .86 and has norms of high, medium, and low levels of assets. Low assets are an indication of high-risk youth, medium assets indicate at-risk youth, and high assets indicate youth with little risk of difficulties at home, school, and in the community.

Comparing RPRA Self-Assessment to Demographics of Customers

The evaluation team compared and matched the RPRA self-assessment scores to the youth demographics. There were only small differences in total RPRA assets across all breakdowns, including zip code, ethnicity, age, and gender. This finding supports the equality of groups in overall level of need.

The following chart and table indicate youth asset summary scores for all BEST Grantees who surveyed their children and youth.

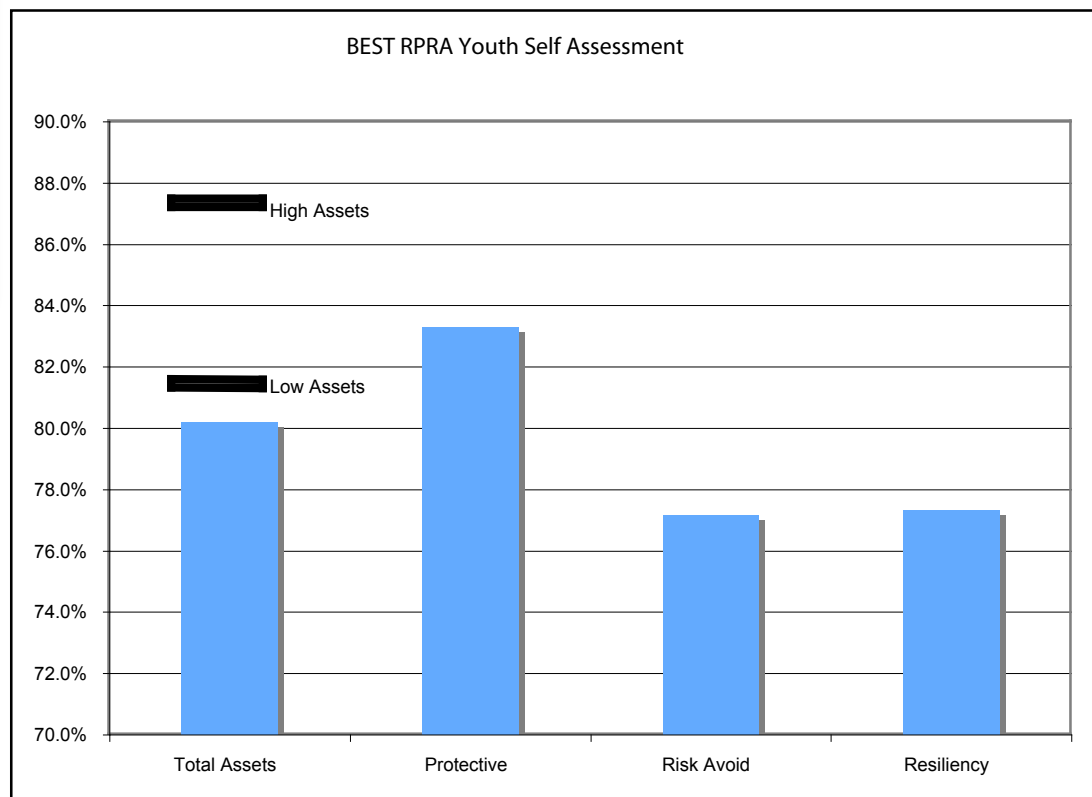
Table 26

BEST RPRA Youth Self Assessment	
Developmental Assets	FY 06-07
Risk Avoidance	77%
Protective Assets	83%
Resiliency Assets	77%
Total RPRA	80%
Social Attachment	79%

Low Level of RPRA Assets

The total RPRA score is 80% which is in the low asset level for all grantees. The total RPRA score percentages are normed as follows: 87.5% or higher is indicative of High Assets and 81.25% or below is indicative of Low Assets, or a youth at highest risk of anti-social behavior. Youth across all BEST agencies averaged low assets and are considered a high risk for anti-social behavior and other behaviors that can interfere with their health, wellness, and future success. As a group, BEST grantees have served youth with a low level of assets over the last five years.

Chart 14



Why is this important?
Understanding what percentage of children and youth customers have low, medium, and high assets gives stakeholders insight into whether BEST is serving the highest need youth. Stakeholders should continue to monitor the level of youth assets and discuss fluctuations in the proportions. For example, if the percent of low asset level youth drops, providers should help determine why low asset youth are not participating in BEST-funded services.

Why Measure Child and Youth Developmental Assets?

The RPRA questionnaire assesses the extent of a youth's developmental assets¹ with a summary score and three subscale scores. This questionnaire also includes a measure of social attachment. The purpose of the RPRA is to indicate whether grantees are helping low asset youth in San José to develop more assets for leading a better adult life. The purpose of assessing social attachment is to identify potentially violent youth before they harm others in their school or after-school programs. These students are identified and this is shared with grantees. This year's assessment identified eleven (11) students with very low social attachment scores.

The summary score includes all of the questions for the three subscales. This total score is reported to indicate the level of a youth's developmental assets near the beginning of the program. It is expected that their developmental assets will increase as a result of participating in the program. However, such changes in assets are better determined by examining the service productivity of each grantee's services.

Risk Avoidance Assets

The eight Risk Avoidance questions cover whether the youth was exposed to or involved in risky activities, such as drugs, drinking, smoking, gangs, unsafe neighborhood or school, and whether the youth considers the consequences of his/her actions before acting, to avoid the potential pitfalls and risks.

¹ Search Institute. Minneapolis, MN. *The 40 developmental assets for adolescents.* (n.d.) posted at <http://www.communitycollaboration.net/id42.htm>.

Protective Assets

The 11 Protective Asset questions reflect positive behaviors the youth has made into habits. Examples of such behaviors are showing respect for other people, feeling good about the choices one makes, knowing what to do to achieve goals or handle work/school assignments, and maintaining one's cool in difficult situations.

Resiliency Assets

The 13 Resiliency Asset questions cover the youth's involvement in home, school, and community. Positive answers to these questions demonstrate more involvement of a positive nature. Some examples are: feeling valued at school, being respected at home, and being connected to a caring adult in the community who is not a family member.

Social Attachment Assets

Social attachment refers to the nature and strength of relationships that people have with each other. It includes the more intimate relationships with family and friends, as well as people's associations with individuals and organizations in the wider community. More generally, it refers to the way in which people bond, interact with, and feel about other people, organizations and institutions, such as clubs, business organizations, political parties, and various government organizations. At social attachment's opposite extreme lie notions of social detachment, social isolation and social exclusion.² The RPRA includes six questions about social attachment/detachment. They cover emotional state and peer relations. A lower score indicates less attachment, as indicated by a depressed state, no friendships, and being victimized by other youth.

² Berger-Shmitt, R. and Noll, H. 2000, *Conceptual Frameworks and Structure of a European System of Social Indicators*, EU Reporting Working Paper No. 9, Centre for Social Research and Methodology, Mannheim

Why is this important?

The RPRA data are also available by type of asset: risk avoidance, protective, and resiliency. RPRA data by type of asset should inform the program approach. For example, if protective assets are particularly low or decline over time, providers should explore what modalities they are using to leverage youths' strengths to build the youths' ability to: be empathetic, care, communicate, problem solve, resolve conflicts, set goals, and other variables in this area.

Summary of RPRA Measures

The following table summarizes the types of variables the RPRA measures to determine the RPRA total score.

Table 27

Risk Avoidance Assets	Protective Assets	Resiliency Assets
Level of Safety	Social competence: flexibility, empathy, caring communications	Caring, structuring, and supportive adults in family, school and community
Violence avoidance	Problem solving skills	High expectation in family, school, and community
Drug risk avoidance	Self-control: refusal skills, conflict resolution, and impulse control	Level of participation in family, school, and community
Gang and anti-social peer avoidance	Life goal setting: sense of autonomy, purpose, and future	
Level of attachment to pro-social institutions and adults		

Who Referred the BEST Customers for Service?

The following table indicates who referred BEST customers for service as reported by each grantee in their quarterly reports.

Table 28

Referral Source		
	Number	Percent
Police	25	0.6%
JuvJust	648	14.5%
School	2,012	45.1%
Parents	610	13.7%
Friend	76	1.7%
Self	677	15.2%
MGPTF	89	2.0%
Other	326	7.3%
Total	4,463	

Note: data on 57 customers is missing.

Table 29

Referral Source			
	Last Year	This Year	Difference
Police	5.9%	0.6%	-5.3%
JuvJust	14.9%	14.5%	-0.4%
School	44.3%	45.1%	0.8%
Parents	14.5%	13.7%	-0.8%
Friend	3.1%	1.7%	-1.4%
Self	12.9%	15.2%	2.3%
MGPTF	0.0%	2.0%	2.0%
Other	4.3%	7.3%	3.0%

The majority of referrals to BEST grantees came from schools. An area to explore in the future is how to get more referrals directly from the police department for youth and families needing service. This year the percent of total referrals from the police department is down from last year.



BEST Eligible Services

Eligible services for youth exhibiting high-risk behaviors are those that promote healthy and pro-social lifestyles and were strongly considered, as further described below. All the BEST grants awarded were in one or more of these eligible services.

1. Personal Development and Youth Support Groups:

- Meets one-on-one with youth identified as delinquent, gang influenced, and/or having substance-abusing lifestyles to develop a Personal Development Plan.
- Staff provides individual sessions and youth support groups which include cognitive behavioral activities aimed at helping to develop pro-social skills, build youth leadership, and advance individual goals of the targeted youth.
- Meets one-on-one with youth to review/update service objectives, outcome benefit goals, and schedule of services in the Personal Development Plan.
- Staff meets regularly with the parents or guardians of the targeted youth through home visits and phone contacts.

2. Gang Mediation/Intervention Response:

- Provides mobile street unit that provides gang mediation and intervention services.
- Intervenes with youth altercations and volatile conditions.
- Works collaboratively with the MGPTF; the City of San José's Strong Neighborhoods Initiative staff; and the City of San José's Striving Towards Achievement and New Direction (S.T.A.N.D.), Safe School Campus Initiative (S.S.C.I.) and Clean Slate Tattoo Removal, which together make up the City of San José Youth Intervention Programs, an initiative which addresses issues of gang violence and provides support to gang-involved youth and their families.
- Participates in the Interventions Response Team (I. R.T.), a coordinated effort with other BEST qualified agencies who provide gang mediation/intervention response services

3. Outpatient Substance Abuse Services:

- Provides substance abuse intervention and treatment services.
- Provides individual counseling and support groups.
- Provides services that reengage youth into the school system.

4. Services for Adjudicated Youth:

- Provides follow-up and aftercare support services to youth transitioning into the community from the criminal justice system, including local systems such as Juvenile Hall and the Ranches.
- Provides a support system that prevents youth from re-offending.
- Provides services aimed at family reunification, stabilization of school enrollment, attendance and performance.
- Supports and advances the goals of the Juvenile Detention Reform effort.

5. Domestic Violence Services:

- Provides services to youth exposed to domestic violence.
- Provides support services to teens experiencing dating abuse.
- Provides services to youth who have a history of assaulting parents, and/or significant others (e.g. boyfriends, girlfriends) and have serious anger management and physical assault profiles and/or have a history of using physical violence as a way to deal with emotions and feelings.
- Services may include one-on-one counseling and support groups.
- Provides programs that will increase the youth's awareness of their behavior and their ability to act appropriately
- Provides ongoing support of the youth to continue practicing skills learned to increase reliance on healthy choices and anger management skills.

6. Truancy Case Management Services:

- Provides coordinated care services and youth support groups for youth identified as habitual truants.
- Develops a Service Intervention Plan for each youth enrolled in the program, which includes 30-day service objectives, outcome benefit goals, and schedule of services.
- Meets with youth to review/update service plan – preferably in groups.
- Staff meets regularly with the parents or guardians of the targeted youth through home visits and phone contacts.
- Tracks progress of clients and their parents before and after intervention services.
- Provides parent education workshops on truancy prevention and intervention and legal issues surrounding truancy.
- Collaborates with the Santa Clara County District Attorney's Saturday School for truant youth in providing life skills workshops.

7. Day Education/Career Development/Job Training:

- Provides an alternative structured day support and education program for youth who have experienced repeated academic and behavioral problems in the regular school setting.
- Provides services aimed at reducing the high school drop-out rate by using a school to career approach.
- Provides services that lead to G.E.D. or high school diploma.
- Provides services that lead to career development and/or job training.
- Uses ADA recovery funding in collaboration with co-sponsoring school district to provide services for truant, suspended and other disconnected or high-risk youth.

8. Parent/Family Support Services:

- Provides highly collaborative, early intervention workshops and/or parent support groups for parents and families of youth who are identified as being vulnerable to academic failure, gang involvement, substance abuse, and other behavioral and emotional problems.
- Provides programs with the purpose of helping parents to improve the educational home and school environment of the child, to learn how the school system functions and to help their children avoid negative influences (gangs and drugs).
- Provides culturally and linguistically appropriate recruitment and facilitation for the program.
- Provides support to parents and families of youth who have or are at risk of dropping out of school.

**9. Community Gang Awareness Trainings and Capacity Building Workshops:**

- Provides trainings/workshops to BEST service providers for the purpose of building the ability of partner agencies to effectively work with the targeted population. These trainings should include service shadowing, mentoring and assistance in providing direct service to high-risk/gang-involved youth. Service providers can build capacity to work with the target population by actually delivering direct services to this group while being mentored by staff from other agencies who have the capacity to serve the target population.
- Provides trainings/workshops to community members and parents for the purpose of helping participants identify types of gangs and signs of gang involvement. Participants increase their understanding of why kids join gangs and the type of activities and behaviors they might be involved in. Information on what parents can do to prevent the impact of gangs in their community and the resources available are also presented.

**10. Unique Service Delivery for High Risk Youth:**

- Provides an innovative service delivery method to work with the target population. Groups are encouraged to work together to provide services more efficiently and effectively by combining the special capacities of the varied BEST service providers.
- Provides a service that is new or not widely available to San José.

What service strategies did we conduct?

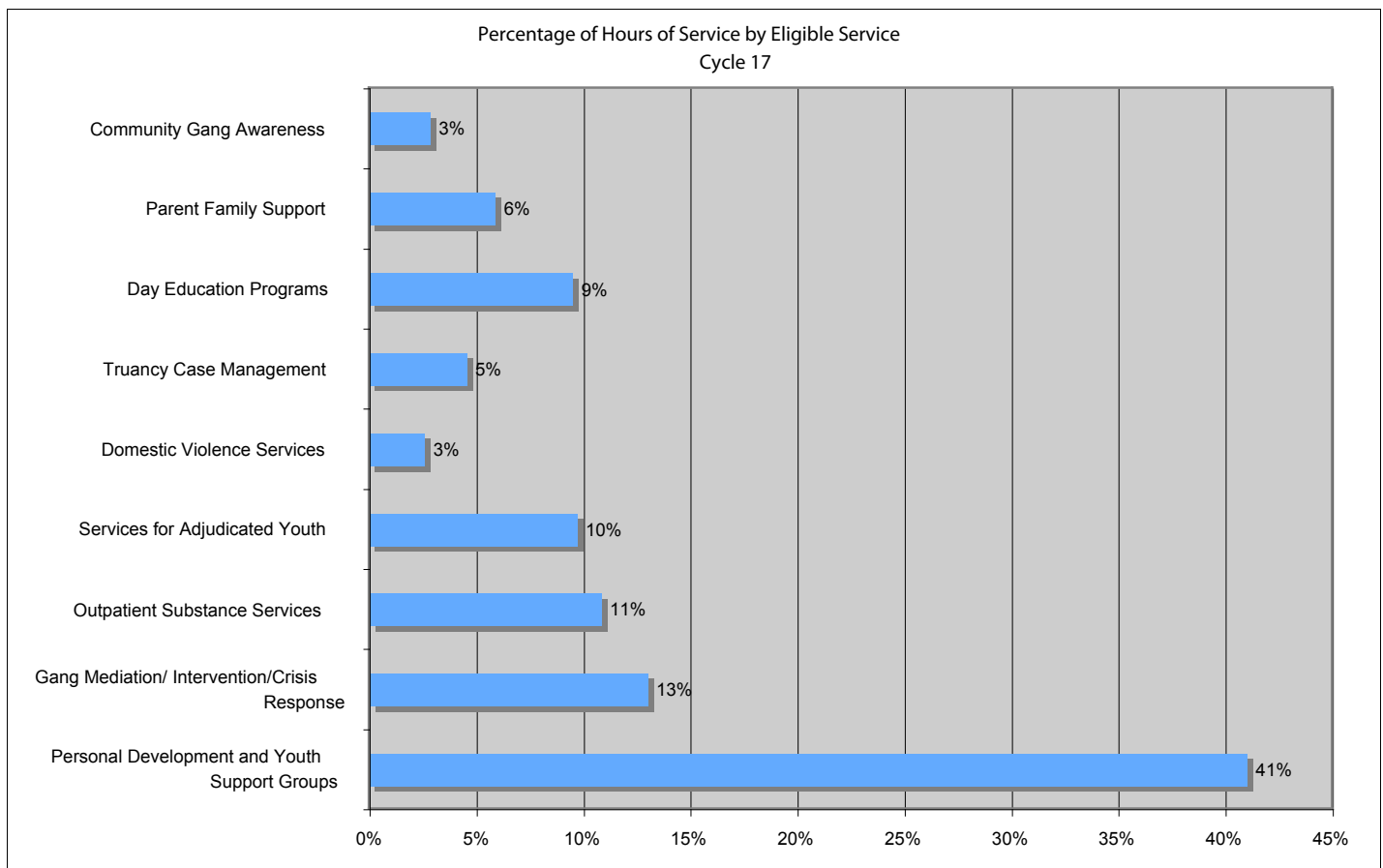
The following Tables 30 and 30a and Chart 16 indicate that Personal Development and Youth Support Groups constituted 32% and Services for Adjudicated Youth constituted 19% of the effort as a percentage of funding spent. Day Education Programs were where the least amount of services (2%) were provided. Hours of service as a percentage relates to the cost per hour for delivering these services. For example Services for Adjudicated Youth was 19% of funding spent and 10% of hours of services delivered.

Table 30

Eligible Services	Percent of Total Funding Spent	Percent of Hours of Service
Personal Development and Youth Support Groups	32%	41%
Gang Mediation/ Intervention/Crisis Response	14%	13%
Outpatient Substance Abuse Services	13%	11%
Services for Adjudicated Youth	19%	10%
Domestic Violence Services	3%	3%
Truancy Case Management	9%	5%
Day Education Programs	2%	9%
Parent Family Support	4%	6%
Community Gang Awareness	3%	3%
Unique Service Delivery	0%	0%
Related Services	0%	0%
	100%	100%

The following chart shows the percentage of eligible services delivered in this year.

Chart 16



Personal Development and Youth Support Groups constituted the highest percentage of eligible services provided as measured by hours of service at 41%.

Percentage of Hours of Service by Eligible Service Over Time

Table 30a

Percentage of BEST Eligible Services by Hours of Service Delivered					
Eligible Services	Cycle 14	Cycle 15	Cycle 16	Cycle 17	Difference
Personal Development and Youth Support Groups	32%	27%	30%	41%	11%
Gang Mediation/ Intervention/Crisis Response	9%	4%	7%	13%	6%
Outpatient Substance Abuse Services	8%	8%	8%	11%	2%
Services for Adjudicated Youth	11%	9%	13%	10%	-3%
Domestic Violence Services	4%	4%	4%	3%	-1%
Truancy Case Management	8%	3%	4%	5%	0%
Day Education Programs	19%	32%	22%	9%	-13%
Parent Family Support	8%	11%	10%	6%	-4%
Community Gang Awareness	1%	2%	1%	3%	2%

Note: The biggest change from last year to this year is in Day Education Programs which have declined by 13%. Serving youth when they are in school is a cost-effective strategy that should be encouraged in the next round of funding. The largest increase was in Personal Development and Youth Support Groups (11%), and Gang Mediation/Intervention/ Crisis Response Services (6%).

BEST Service Providers and Eligible Services Contracted

The following table shows the BEST Service providers and the percentage of their service in each of the eligible service areas.

Table 31

BEST Service Provider Cycle 17 FY 2007-2008	PD & YSG	GMIC	OSAS	SAY	DVS	TCM	DAP	PFS	CGA	USD	RS
Asian American Recovery Services	-	-	100%	-	-	-	-	-	-	-	-
Alum Rock Counseling Center	-	-	-	35%	-	65%	-	-	-	-	-
Bill Wilson Center	100%	-	-	-	-	-	-	-	-	-	-
California Community Partners for Youth	95%	-	-	-	-	-	-	-	5%	-	-
Cross-Cultural Community Service Center	-	-	-	-	-	100%	-	-	-	-	-
Catholic Charities-YES	44%	28%	-	-	-	16%	-	-	11%	-	-
Girl Scouts-Got Choices	-	-	-	100%	-	-	-	-	-	-	-
Center for Training Careers	-	-	-	-	-	-	100%	-	-	-	-
California Youth Outreach	12%	61%	-	19%	-	-	-	-	8%	-	-
EMQ Children & Family Service	-	-	100%	-	-	-	-	-	-	-	-
Firehouse	-	94%	-	5%	-	-	-	1%	-	-	-
Foundry School	100%	-	-	-	-	-	-	-	-	-	-
Family Children Services- FAST	-	-	-	-	-	-	-	100%	-	-	-
Fresh Lifeline for Youth	-	-	-	99%	-	-	-	-	1%	-	-
Friends Outside	94%	-	-	3%	-	-	-	-	2%	-	-
Filipino Youth Coalition	74%	-	-	-	-	3%	-	23%	-	-	-
George Mayne School	47%	13%	-	-	-	-	-	34%	6%	-	-
Mexican American Community Services Agency	88%	3%	-	-	-	-	-	-	9%	-	-
Next Door Solutions to Domestic Violence	-	-	-	-	100%	-	-	-	-	-	-
Pathway Society	-	-	100%	-	-	-	-	-	-	-	-
ROHI Alternative Community Outreach	100%	-	-	-	-	-	-	-	-	-	-
UJIMA Adult & Family Services	95%	-	-	-	-	-	-	-	-	5%	-
Volunteer Center of Silicon Valley	-	-	-	-	-	72%	-	-	12%	-	16%
Total All BEST Service Providers	41%	13%	11%	10%	3%	5%	9%	6%	3%	0%	0%

BEST Eligible Service Legend for Abbreviations

Personal Development & Youth Support Groups	PD & YSG	Day Education Programs	DAP
Gang Mediation/ Interv/Crisis	GMIC	Parent Family Support	PFS
Outpatient Substance Abuse Services	OSAS	Community Gang Awareness	CGA
Services for Adjudicated Youth	SAY	Unique Service Delivery	USD
Domestic Violence Services	DVS	Related Services	RS
Truancy Case Management	TCM		

Amount of Service and Cost per Hour for Each Eligible Service Area Sorted by Efficiency

The following table indicates the amount of service provided for each of the BEST eligible services along with what the cost per hour was by strategy. Cost per hour is determined by dividing the funds allocated and matched by the amount of hours of service.

Table 32

Eligible Services	Funds Spent	Hours of Service	Cost per Hour
Personal Development and Youth Support Groups	\$ 1,349,977	117,456	\$ 11.49
Gang Mediation/ Intervention/Crisis Response	\$ 594,158	37,201	\$ 15.97
Outpatient Substance Abuse Services	\$ 529,432	31,035	\$ 17.06
Services for Adjudicated Youth	\$ 789,212	27,738	\$ 28.45
Domestic Violence Services	\$ 128,872	7,391	\$ 17.44
Truancy Case Management	\$ 377,128	13,016	\$ 28.97
Day Education Programs	\$ 75,600	27,173	\$ 2.78
Parent Family Support	\$ 173,523	16,799	\$ 10.33
Community Gang Awareness	\$ 132,244	8,146	\$ 16.23
Unique Service Delivery	\$ 8,138	228	\$ 35.69
Related Services	\$ 14,006	320	\$ 43.77

The table above shows Day Education Programs and Parent Family Support Groups as the most efficiently delivered services.

Cost per Hour for Eligible Service Areas Over Time

The following table shows cost per hour by eligible service. The table shows if costs are going up or down from last year's cost per hour. In this year, Services to Adjudicated Youth and Domestic Violence Services went up the most. Day Education, Parent Family Support, Community Gang Awareness, and Gang Mediation, Intervention, and Crises Response cost went down the most. The cost per hour for total funds went up \$0.22 from last year. Truancy Case Management was the highest cost of eligible services at \$28.97 per hour, followed by Services for Adjudicated Youth at \$28.45 per hour of service delivered.

Table 33

Cost per Hour for BEST Eligible Services Compared Over Time					
Eligible Services	Cost Per Hour Total Funds Cycle 14	Cost Per Hour Total Funds Cycle 15	Cost Per Hour Total Funds Cycle 16	Cost Per Hour Total Funds Cycle 17	Difference from Last Year
Personal Development and Youth Support Groups	\$10.35	\$11.53	\$11.80	\$11.49	(\$0.31)
Gang Mediation/ Intervention/Crisis Response	\$7.59	\$9.59	\$17.79	\$15.97	(\$1.81)
Outpatient Substance Abuse Services	\$11.56	\$14.41	\$16.54	\$17.06	\$0.52
Services for Adjudicated Youth	\$17.07	\$21.31	\$20.86	\$28.45	\$7.59
Domestic Violence Services	\$16.47	\$16.86	\$11.67	\$17.44	\$5.76
Truancy Case Management	\$17.48	\$30.34	\$27.20	\$28.97	\$1.77
Day Education Programs	\$14.03	\$10.63	\$10.52	\$2.78	(\$7.74)
Parent Family Support	\$15.31	\$8.90	\$12.90	\$10.33	(\$2.57)
Community Gang Awareness	\$12.99	\$9.89	\$17.52	\$16.23	(\$1.28)
Total for Year	\$12.97	\$12.71	\$14.34	\$14.56	\$0.22

How Much Service Provided this Year?

Planned Hours of Service for Year	Actual Hours of Service for Year	Percent of Contracted Services Delivered for Year	Hours of Service per Customer
212,183	286,497	135%	63

Table 34

BEST grantees delivered 286,497 hours of service this year. Collectively, grantees provided 135% of their contracted planned services.

The Average BEST Customer Received 63 Hours of Service at a Cost of \$923

The amount of service provided per customer is an important measure when evaluating interventions for high-risk youth. Research indicates that changing the behavior and mindset of youth and their parents takes interventions over time to change the way a youth thinks and deals with life challenges and opportunities. BEST grantees averaged from 11 hours to 306 hours per customer. The following table indicates the average cost per customer along with average hours of service.

Table 35

	Number of Unduplicated Clients	Total Funds Spent	Total Actual Units of Service	Average Cost per Customer Total Funds	Average Hours of Service per Customer
Asian American Recovery Services	82	\$65,000	1,317	\$793	16
Alum Rock Counseling Center	172	\$272,624	5,653	\$1,585	33
Bill Wilson Center	53	\$86,940	16,193	\$1,640	306
California Community Partners for Youth, Inc. (CCPY)	95	\$70,300	11,384	\$740	120
Cross-Cultural Community Service Center	53	\$78,100	1,725	\$1,474	33
Catholic Charities-YES	334	\$338,900	32,461	\$1,015	97
Girl Scouts of Santa Clara County	389	\$96,881	4,087	\$249	11
Center for Training Careers	91	\$75,600	27,173	\$831	299
California Youth Outreach	373	\$535,451	21,432	\$1,436	57
EMQ Children & Family Service	89	\$88,917	5,968	\$999	67
Firehouse Community Development Corporation	93	\$163,035	14,348	\$1,753	154
Foundry Community Day School/SCCOE	155	\$72,731	4,200	\$469	27
Family Children Services	146	\$99,464	6,573	\$681	45
Fresh Lifeline for Youth	228	\$486,131	16,615	\$2,132	73
Friends Outside	156	\$139,084	11,196	\$892	72
Filipino Youth Coalition	183	\$126,191	26,714	\$690	146
George Mayne School	159	\$129,300	11,795	\$813	74
Mexican American Community Services Agency	136	\$199,590	6,975	\$1,468	51
Next Door Solutions to Domestic Violence	391	\$128,872	7,391	\$330	19
Pathway Society	721	\$375,515	23,750	\$521	33
ROHI Alternative Community Outreach	238	\$278,862	22,806	\$1,172	96
UJIMA Adult & Family Services	114	\$178,800	4,770	\$1,568	42
Volunteer Center of Silicon Valley	45	\$86,268	1,971	\$1,917	44
Missing Data	24				
All Agencies	4,520	\$4,172,556	286,497	\$923	63

Cost per Hour by BEST Service Providers

Actual Cost per Hour BEST Funds for Year	Actual Cost per Hour Total Funds for Year	Cost per Customer BEST Funds	Cost per Customer Total Funds
\$9.65	\$14.56	\$612	\$923

Table 36

For all grantees, BEST cost per hour was \$9.65 for BEST grant funds and \$14.56 for total funds.

The following table indicates that the cost per hour for BEST funds was \$9.65 and the cost per hour for total funds was \$14.56. Table 37 shows the cost per hour for each BEST grantee. Cost per hour ranged from a low of \$2.78 for Center for Training and Careers to a high of \$49.35 for Asian American Recovery Services.

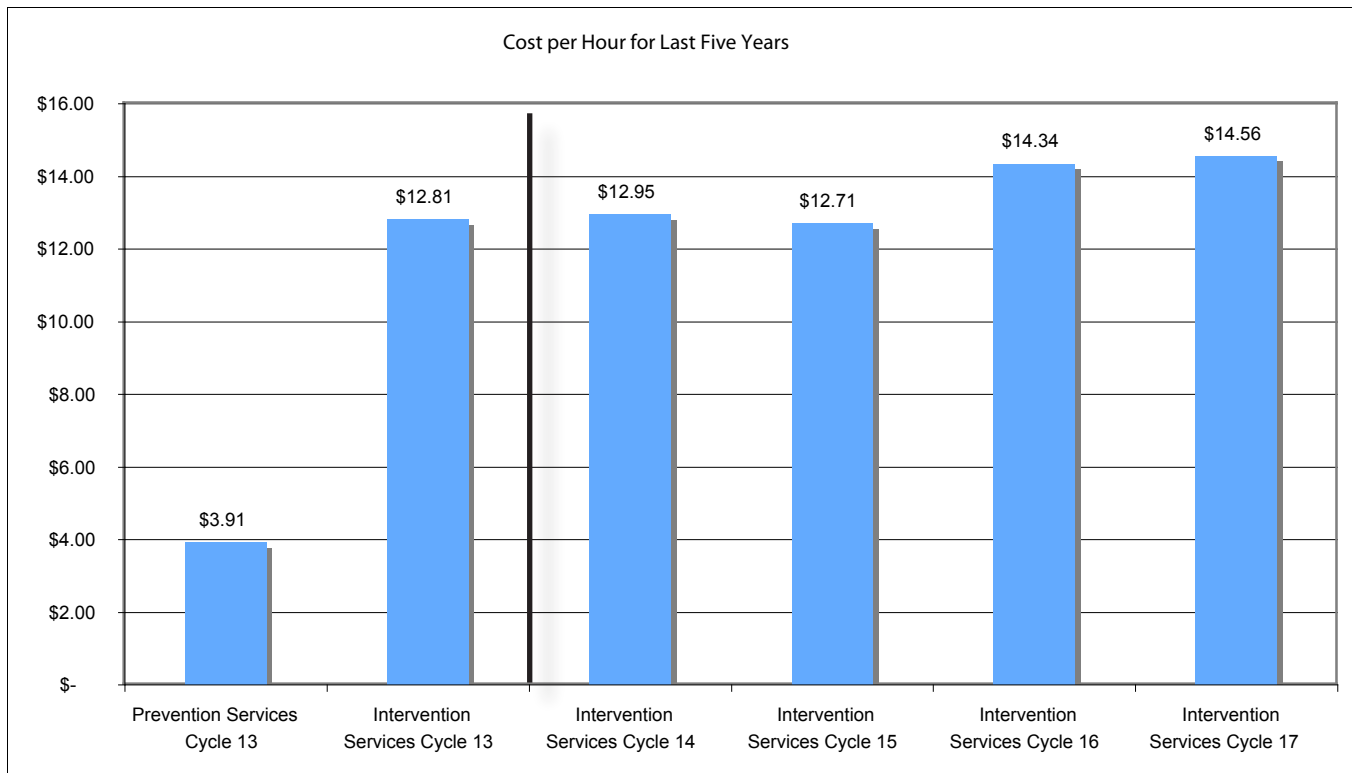
Table 37

BEST Service Provider FY 2007-2008	BEST Funds Spent	Total Funds Spent	Total Actual Units of Service	Cost per Hour of Service BEST Funds	Cost per Hour of Service Total Funds
Asian American Recovery Services	\$50,000	\$65,000	1,317	\$37.97	\$49.35
Alum Rock Counseling Center	\$219,666	\$272,624	5,653	\$38.86	\$48.23
Bill Wilson Center	\$72,450	\$86,940	16,193	\$4.47	\$5.37
California Community Partners for Youth	\$58,600	\$70,300	11,384	\$5.15	\$6.18
Cross-Cultural Community Service Center	\$63,000	\$78,100	1,725	\$36.52	\$45.28
Catholic Charities-YES	\$284,760	\$338,900	32,461	\$8.77	\$10.44
Girl Scouts-Got Choices	\$37,569	\$96,881	4,087	\$9.19	\$23.70
Center for Training Careers	\$63,000	\$75,600	27,173	\$2.32	\$2.78
California Youth Outreach	\$432,242	\$535,451	21,432	\$20.17	\$24.98
EMQ Children & Family Service	\$57,586	\$88,917	5,968	\$9.65	\$14.90
Firehouse	\$112,371	\$163,035	14,348	\$7.83	\$11.36
Foundry School	\$37,500	\$72,731	4,200	\$8.93	\$17.32
Family Children Services- FAST	\$63,363	\$99,464	6,573	\$9.64	\$15.13
Fresh Lifeline for Youth	\$145,000	\$486,131	16,615	\$8.73	\$29.26
Friends Outside	\$76,784	\$139,084	11,196	\$6.86	\$12.42
Filipino Youth Coalition	\$95,169	\$126,191	26,714	\$3.56	\$4.72
George Mayne School	\$96,400	\$129,300	11,795	\$8.17	\$10.96
Mexican American Community Services Agency	\$158,333	\$199,590	6,975	\$22.70	\$28.62
Next Door Solutions to Domestic Violence	\$46,410	\$128,872	7,391	\$6.28	\$17.44
Pathway Society	\$312,837	\$375,515	23,750	\$13.17	\$15.81
ROHI Alternative Community Outreach	\$80,250	\$278,862	22,806	\$3.52	\$12.23
UJIMA Adult & Family Services	\$149,000	\$178,800	4,770	\$31.24	\$37.48
Volunteer Center of Silicon Valley	\$52,500	\$86,268	1,971	\$26.64	\$43.77
Total All BEST Service Providers	\$2,764,790	\$4,172,556	286,497	\$9.65	\$14.56

Cost per Hour Increased Slightly from Last Year's Costs

Overall, the cost per hour for intervention programs increased by \$0.22 an hour this year from last year. Evaluators expect that the cost will decrease for next year as service providers conduct more group and behavioral activities with their youth. Group activities with high risk youth are difficult but will pay dividends in efficiency and effectiveness. Peer pressure continues to be the largest influence on youth and their behavior. BEST grantees need to find ways to bring youth together to engage in behavioral activities in groups to change the way they are thinking from an anti-social mindset to a pro-social mindset.

Chart 17



In Cycle 14, BEST began to just fund intervention programs to focus resources on high risk and gang involved youth.

San José taxpayers should have some assurance that they are getting a fair deal from BEST grantees. The cost per hour of direct service allows taxpayers to understand how much they are paying for services. Focusing on intervention services has caused the cost per hour to rise, partly because lower cost prevention programs are no longer in the mix of BEST services.

Effect

Effect is the second sub-section. Effect answers the question, “Is anyone better off because of the effort of BEST grantees?” This section provides information about Effect and is organized accordingly:

1. To learn whether BEST youth and parent customers were satisfied with BEST funded services, go to page 58.
2. To learn whether BEST services were effective in producing positive changes for BEST customers, go to page 60.
3. To learn whether BEST services were equally effective for all BEST customers, go to page 68.



Were our youth and parent customers satisfied with our services?

Table 38

Average Satisfaction of Youth (0-100% on 4 items)	Average Satisfaction of Parents of Youth (0-100% on 4 items)
85%	88%

Youth and parent customers were satisfied with services as reflected by the satisfaction scores of 85% and 88%, respectively. These figures significantly exceed the target goal of 80%. The BEST Evaluation System determined whether youth and parent customers were satisfied with BEST services. Customer satisfaction is the first variable in measuring the effect of BEST-funded services. The BEST Evaluation System measures this important indicator by asking youth five or older and their parents the same four standard customer satisfaction questions. For children under five years old, parents or guardians were surveyed.

Youth were asked to rate the following:

- I think the program and activity I participated in was: (Rated: Poor to Great)
- I feel I benefited from this program: (Not at all, Some, A lot)
- I thought the people who run the program were: (Very Helpful, Somewhat Helpful, Not Helpful)
- Would you tell a friend or schoolmate to come to this Program if they needed it? (Yes, Maybe, No)

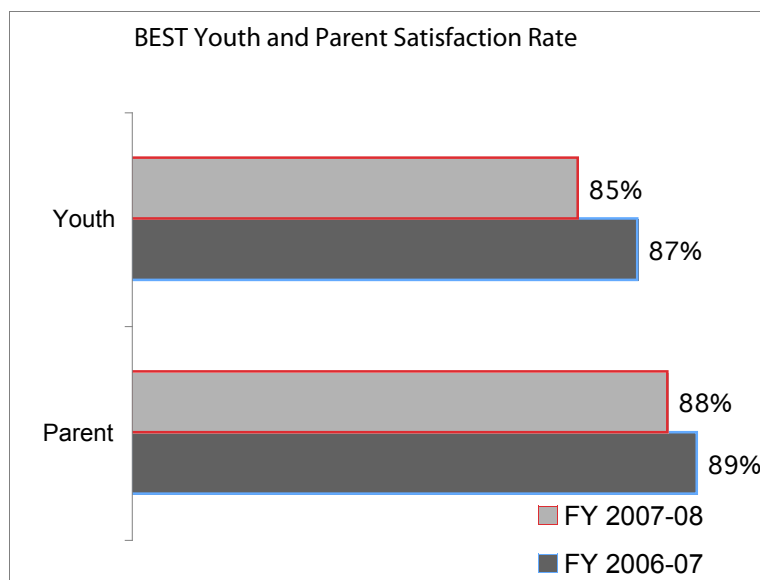
Parents were asked to rate the following:

- I think the program and activity my child participated in was: (Rated: Poor to Great)
- How much did your child benefit from this program and its activities? (Not at all, Some, A lot)
- How much did the people who ran the program care about your child? (Not at all, Some, A lot)
- Would you recommend this program to another family if they needed it? (Yes, Maybe, No)

85% of Children and Youth Customers and 88% of their Parents were Satisfied with the Funded Services.

Evaluators developed a customer satisfaction summary score for each of the 23 BEST grantees. The summary score ranges from 100% (everyone was satisfied) to 0% (no one was satisfied). The summary score collapses the scores for each of the four questions listed above. The customer satisfaction score from this year's sampling for the children and youth who completed the survey was 85%. Surveys collected during the same time from the parents of these children and youth indicated a satisfaction score of 88%. Both ratings indicate a high level of satisfaction by youth and parent customers. The BEST goal for the satisfaction score is 80% up from 70% for the last 16 years. Together, the BEST grantees exceeded this customer satisfaction goal in a sampling of the 2,516 youth and 1,407 parents customers in this sampling.

Chart 18



Note:

Customer satisfaction rates declined slightly from last year to this year.

Why is this important?

Youth and parent satisfaction rate reflects whether customers were content with services based on four measures. Stakeholders and providers alike need to understand whether or not customers were satisfied so they can begin determining if services were effective. Generally, satisfied customers are more likely to experience and undergo the desired change.

Customer Satisfaction is an Important Measure of Effect.

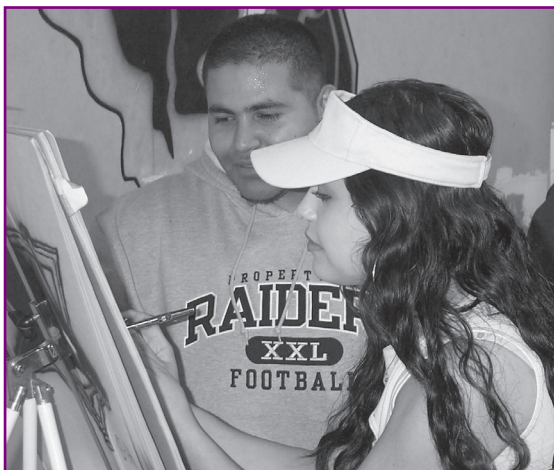
Why is this important?

Satisfaction rates by priority areas help stakeholders understand how goals in each area are being furthered. As mentioned earlier, customer satisfaction is a fore-runner to program effectiveness.

Evaluators used the research of David Osborne and Ted Gaebler on good government as a framework in designing the BEST Evaluation System. Osborne and Gaebler are the authors of the national best seller entitled “Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector.”

Re-defining service recipients as customers

In their book, Osborne and Gaebler gave examples of customer-oriented government. The BEST Evaluation System follows the examples of customer-oriented government and defines customers as recipients of service. The evaluators were pleasantly surprised that there was no resistance to the concept of customer-driven services. Osborne and Gaebler asked the question: “Why is it that most American governments are customer-blind? The answer is simple; most public agencies do not get their funds from service recipients directly. Businesses in competitive environments learn to pay enormous attention to their customers. Public agencies get their monies from legislators, city councils, and elected boards. And most of their customers are captive: short of moving they have few alternatives to the services their government provides.” (Osborne and Gaebler, 1993)



Were our services effective in producing change for the better for our customers?

Table 39

Service Productivity (% of targeted changes achieved minus % missed)	Youth Report of Changes	Parent Report on their Child	Staff Report on Customer
Asset development changes	72%	78%	84%
Grantee selected changes	75%	80%	86%

Collectively the grantees exceeded their performance goal for asset development and grantee selected service productivity. Service productivity is the percent of target changes achieved minus the percent missed. Customers who indicated that they stayed the same are given zero percent.

BEST Grantees Are Producing New Positive Behaviors and Skills.

BEST grantees evaluate effectiveness by measuring whether or not customers are better off because of the BEST-funded services. BEST asks the child and youth customers, their parents, and staff of BEST-funded services if the child and youth customers' behavior and skills have improved because of the BEST-funded services. For this report, BEST collected 8,736 surveys to make this determination.

All BEST-funded agencies report on changes occurring because of funded services in the developmental asset-related targets in customers, which include:

- Success in school
- Understanding of themselves and what they do well
- Communication skills
- Ability to learn new things
- Ability to connect with adults
- Ability to work with others
- Ability to stay safe

These new behaviors and skills are grouped into a single score called Asset Development Service Productivity. Each year, BEST's Service Productivity goal is a score of 60% or higher. BEST uses the concept of service productivity to measure the effectiveness of BEST services. In general, service productivity is a measure that describes the change that happens to a customer due to BEST-funded services. A service is effective if the customer is better off due to his/her participation in the program. The Service Productivity score is the percent of targeted changes accomplished minus the percent of targeted changes missed. The score ranges from -100% to +100%. Grantees receive a score of 0% if a desired change stayed the same in their customer due to their services. The targeted changes in asset development service productivity are based on national research related to best practices in child and youth development.

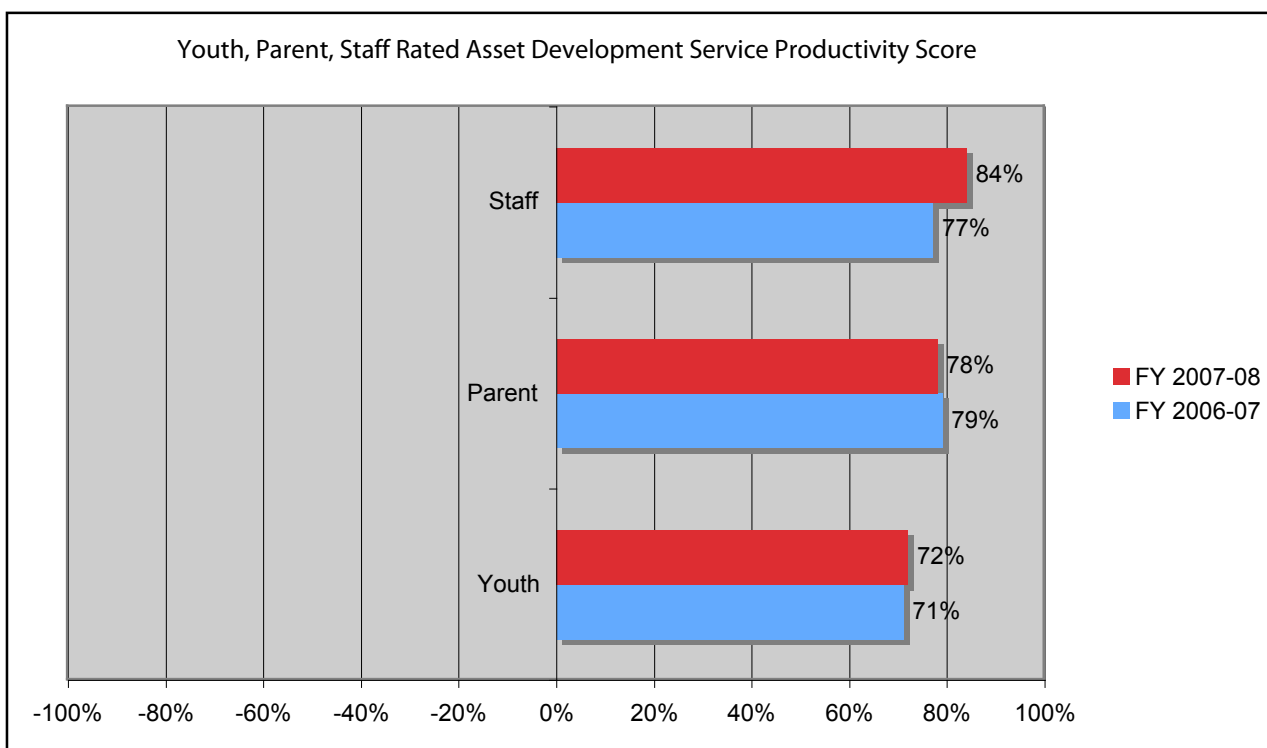
BEST Grantees exceeded the Youth and Child Asset Development Service Productivity Goal of 60%.

Child/Youth - 72%
Parent - 78%
Staff - 84%

Collectively BEST Grantees Met Asset Development Service Productivity Score

Asset Development Service Productivity met the performance goal of 60%. The historical tendency of parents and staff observing more growth and change than the children and youth customers continues with this years data on effectiveness. Collectively, BEST grantees met or exceeded the BEST performance goal of 60% for the asset development service productivity score. The scores are close to the same service productivity scores as last year. Youth and staff scores were up slightly, while parent scores were down slightly.

Chart 19



The chart above shows the range of asset development service productivity scores of minus 100%, in the event that because of the BEST-funded services everyone got worse, to 100%, in the event that because of the BEST-funded services everyone got better. If child, youth, parents or staff indicated that the new behavior or skill was the same, this is scored as 0%. The BEST performance goal is indicated by the bold line and is set for service productivity of 60%.



How is service productivity calculated ?

The following table demonstrates how service productivity scores are calculated by counting the positive changes achieved minus the changes that got worse. The table shows data from the BEST grantees for the interim report for Cycle 17. The table shows the question and the tally of responses. The Asset Development Service Productivity score is calculated by adding up the number of child/youth respondents that indicated that because of the BEST-funded services they got better (5,697) minus the number of child/youth respondents that indicated that they got worse (88) divided by the total number of responses (8,367) which results in a score of 67%. It should be noted that grantees get no credit for responses that stayed the same or don't know.

Table 40

Service Productivity Explained for Best Fall 2007					
Youth Questions, 10 and Older	Better	Worse	Same	Don't Know	Total
Q5 my success at school (job/training) is:	668	8	308	78	1062
Q6 my understanding of who I am and what I can do is:	788	6	240	31	1065
Q7 my ability to communicate is:	726	4	299	30	1059
Q8 my ability to learn new things is:	746	6	271	41	1064
Q9 my ability to connect with adults is:	687	8	320	48	1063
Q10 my ability to work with others is:	683	13	318	44	1058
Q11 my ability to stay safe is:	660	9	341	51	1061
Child Questions 5-9 Years Old	Better	Worse	Same	Don't Know	Total
Q5 This program makes my school work:	102	9	46		157
Q6 This program helps me get along with adults:	123	4	30		157
Q7 This program helps me learn new things:	127	7	21		155
Q8 This program helps me stay safe:	134	4	18		156
Q9 This program helps me get along with other kids	128	6	21		155
Q10 This program makes me feel good about myself	125	4	26		155
	5697	88	2259	323	8367
Percent by response category	68.1%	1.1%	27.0%	3.9%	
Asset Development Service Productivity=67%	(5697-88)/8367				

Note:

This is data from the interim report, BEST collects survey data twice a year from their customers.

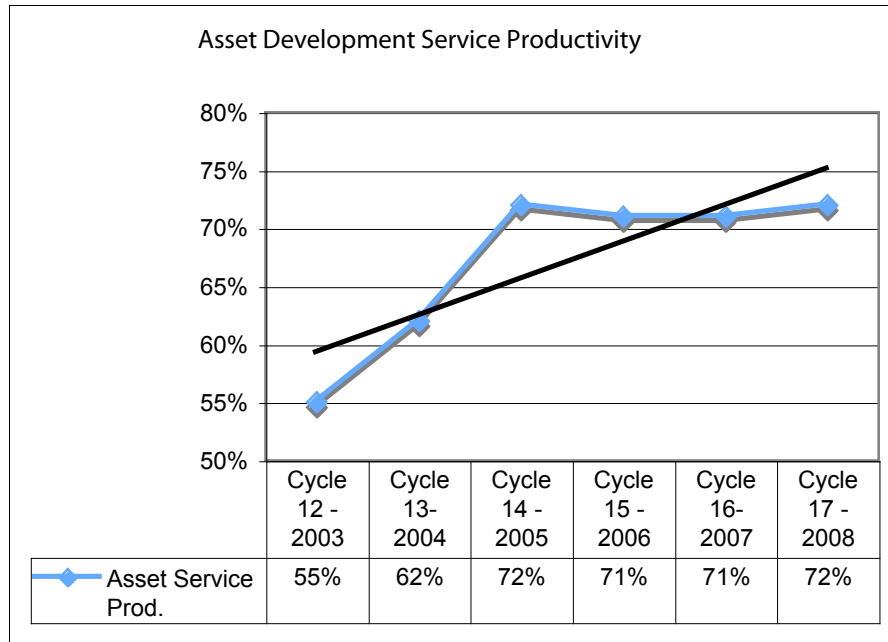
Each of the questions above begins with the statement “because of this program” which allows youth and their parents to judge the impact of the BEST-funded services. Grantees are encouraged to focus on why youth or parents might have said they got worse or more frequently stayed the same. To practice continuous improvement, it is important to understand why the parents or youth did not see value in the BEST-funded services as relates to the targeted change.

Service Productivity is the number of positive targeted changes achieved minus the number of targeted changes missed. For example this year 68.1% of the targeted changes for the better were achieved and 1.1% of the targeted changes were worse for a service productivity score of $68.1\% - 1.1\% = 67\%$. No credit is given for the 30.9% of the youth who responded to each targeted change that because of the program they stayed the same or did not know if their behavior, attitudes, skills, or knowledge improved because of the BEST-funded services and programs.

Asset Development Service Productivity Over Time

The following chart illustrates the growth in the ability of BEST grantees to garner positive behavioral changes and skill development in the youth and children that they serve. The chart shows a trend of Developmental Asset Service Productivity scores over a period of six years. The trend line is in a desirable direction and has stayed steady for the last four years.

Chart 20



Asset development service productivity scores went down for the first half of this year but did go up in the second half of the year sampling.

W^{hy} is this important? Developmental asset productivity rates over time help stakeholders to determine the impact of BEST services on youth developmental assets at various time intervals. These data will help providers understand whether their efforts to practice continuous improvement are effective.



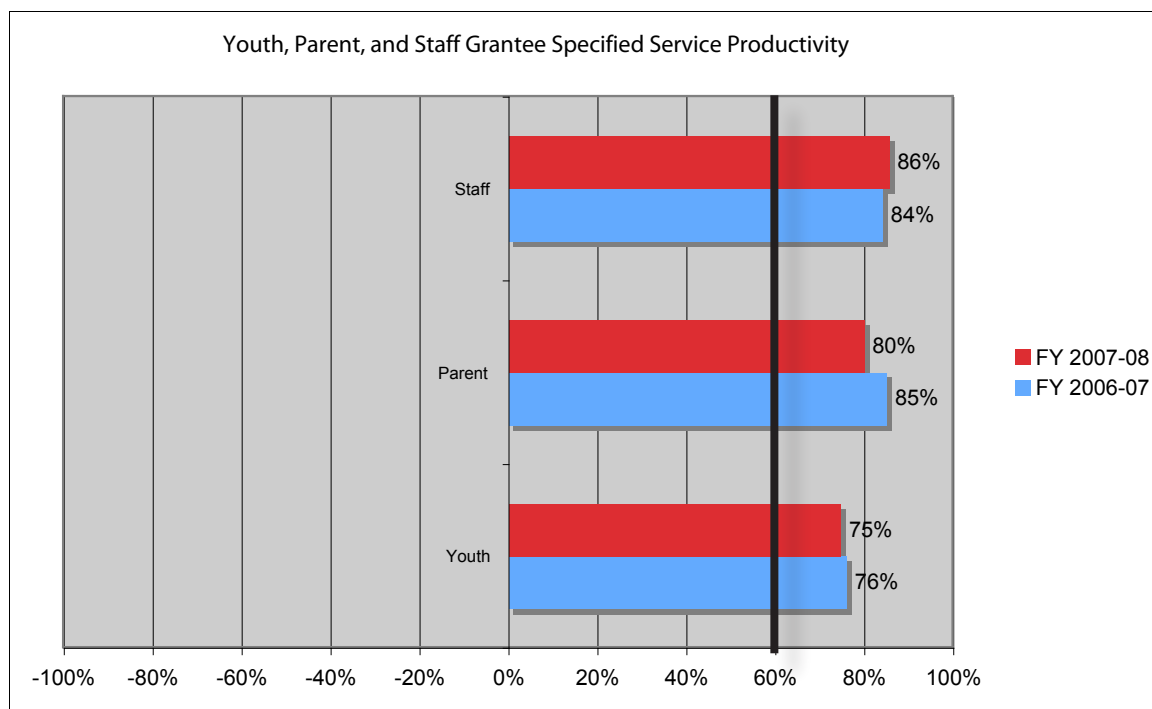
Grantee -Specified Service Productivity

In addition to developmental asset productivity, BEST grantees are required to measure productivity related to program - specific skills and behaviors. To do this, each of the BEST Grantees developed agency-specific questions that were tailored to their various programs to measure targeted changes in specific new skills and behaviors as a result of the BEST-funded services. As a result, 23 different questionnaires were constructed to measure the service productivity of the unique services provided by grantees. Questionnaires were translated into three different languages as requested by grantees. The types of new behaviors and skills captured in the agency-specified service productivity score can be summarized into these groups:

- Business and work behaviors and skills
- Community involvement and cultural appreciation behaviors and skills
- Health and wellness behaviors and skills
- Leadership behaviors and skills
- Personal development behaviors and skills
- Relationship behaviors and skills
- Anger management skills
- School and academic behaviors and skills
- Risk avoidance skills
- Violence prevention and avoidance behaviors and skills

The youth-rated, grantee-specified service productivity score was 75%; the parent-rated productivity score was 80% for the same seven outcome measures; and the staff-rated productivity score was 86% for the same outcome measures. This data indicates that BEST customers have undergone positive changes in grantee selected targeted areas.

Chart 21



The chart above shows the range of grantee-specified service productivity scores of minus 100%, in the event that because of the BEST-funded services everyone got worse, to 100%, in the event that because of the BEST-funded services everyone got better. If child, youth, parents or staff indicated that the new behavior or skill was the same, this is scored as 0%. The BEST performance goal is indicated by the bold line and is set for a service productivity score of 60%.

Comparing last year's scores to this year's scores, the Staff assessment of youth changes went up and the parent and youth went down slightly. Collectively these are high service productivity scores.

BEST Grantees met the Grantee-Specified Service Productivity Goal of 60%.

Child/Youth - 75%
Parent - 80%
Staff - 86%

Why is this important?

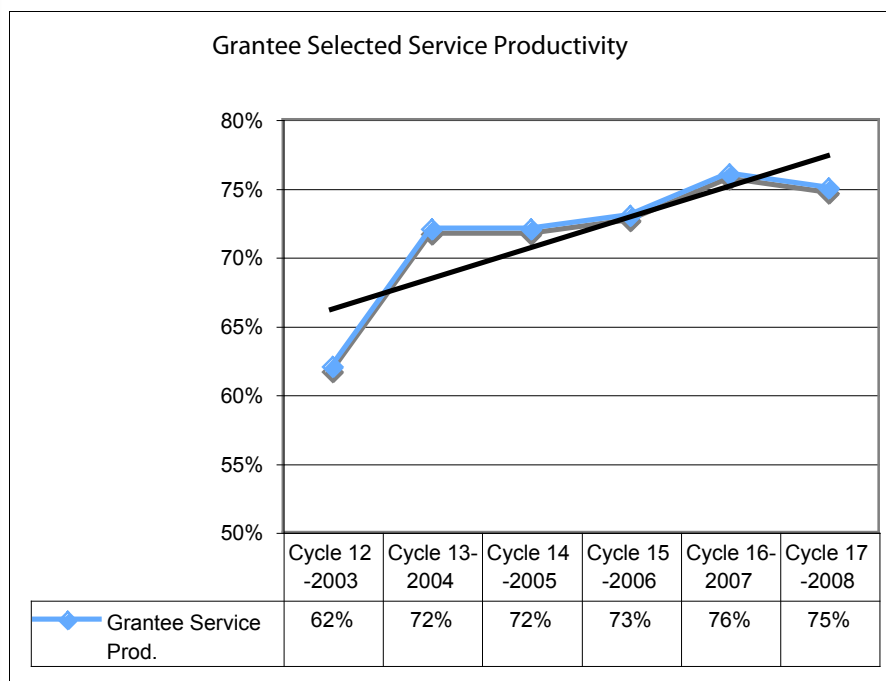
Grantee-Specified Service Productivity is the second core measure of effectiveness in the BEST evaluation system. Understanding whether youth gained program-specific skills related to music, violence prevention, or leadership, for example, is important to determining a program's effectiveness. Reporting the results by respondent will also help the stakeholder understand whether there is support that these changes did, in fact, occur.

Grantee-Specified Service Productivity Over Time

Why is this important?

Direct service productivity rates over time help stakeholders to determine the impact of BEST services on program-specific measures at various time intervals. These data will help providers understand whether their efforts to practice continuous improvement are effective. For example, if program-specific measures decline over several intervals, providers may want to explore how to improve modalities relative to survey questions.

Chart 22



The chart above indicates that the Grantee-Specified Service Productivity has improved over time until this year's slight decrease of 1%, demonstrating a slight collective decline in effectiveness. The chart shows the scores for the last six years for children and youth.

BEST Grantees Collected 8,736 Survey Reports

Table 41

RPRA Survey	Youth Surveys	Parent Surveys	Staff Surveys	Total Surveys Collected
2,252	2,516	1,407	2,561	8,736



Understanding Service Productivity

In addition to satisfaction with services, BEST agencies are assessed on how much change they produce in their youth customers. Green (2003) applied the term “service productivity” to this type of assessment of the effects of services. He followed the distinction recommended by Heaton (1977): “emphasize measuring the effectiveness of services versus their efficiency when discussing productivity. This distinction seems particularly apt, because services are provided to cause changes in people or their property” (Hill, 1976). Unlike when goods are produced, inventoried, and valued based on the effort expended to create them, services have no value unless they cause targeted changes in customers.

The assessment of service productivity involves designing questions that relate to service goals for individual customers and phrasing them so that the responder considers whether change occurred due to the services. The amount of productivity for services is calculated by averaging the responses. The choices offered must allow the responder to indicate that services made them worse off or caused no change, as well as indicating that there was improvement. Consequently, service productivity ranges from 100% to minus 100%, with zero meaning no change overall. A score of 100% means the responder improved on all items or targeted changes; a score of minus 100% means the responder got worse on all items.

Two types of service productivity are assessed for BEST agencies—asset development service productivity and grantee-specified service productivity. Each type is explained in the following two sections. By calculating the average amount of change for each type, rather than the sum of all changes that occurred, the number of questions asked can be as few as three but preferably six or more, up to about 10. As an example of how service productivity is determined, suppose one of the goals of service is to improve the school performance of each youth customer. One question that could be asked is “Because of this program of services, my grades in school are (Better, worse, same, don’t know).” If 30 youth say better, 5 youth say worse, 12 youth say same, and 3 respond don’t know, the service productivity for this single question would be $(30-5)/(30+5+12+3)$ or 50%. By asking about five questions, the service productivity for one program of services can be accurately determined as the average service productivity across all five items. Our CCPA Evaluation Team is keeping a record of the many different questions service agencies have posed. When new agencies start designing questions that relate to their service goals, they can look up what was asked before to quickly focus on how to create their own questions.

Knowing the service productivity of a particular program is very useful information. Comparing the service productivity score with the range of 100% to minus 100% provides a clear message as to whether services are working, not working, or doing more harm than good. Our experience with tracking the service productivity of BEST agencies led us to set 60% as the goal for most agencies. Of particular significance is the trend over time in service productivity. If a service is not causing at least 60% of targeted changes to occur for their customers, perhaps they are improving at a rate likely to yield 60% service productivity in the future. Since the assessment of service productivity focuses on what change services are causing, service agencies can use this information to document their accomplishments and to improve the effects of their services over time.

Clearly, service productivity does not tell us the overall amount of change occurring in youth for a particular period of time. Prior analyses of service productivity data indicated that the effects caused by services can be more than the overall amount of change (Green, 2005). When this occurs, other factors besides services must have offset the effects of the services for the youth customers. Of course, for some youth, it goes the other way; overall change can be positive even though service-induced change was minimal or negative. Our evaluation process focuses on service productivity, because service agencies are not able to “guarantee” overall change for the better. Too many factors influence overall change achieved by their youth customers to make service agencies responsible for youth getting better overall. If more resources were available for the evaluation process, our CCPA team could easily collect information about overall change on one or a few indicators (dimensions). While having such information may be of use to administration and City Council members, it is not as helpful to program staff who seek ways to maximize the effects of their particular services. Reaching an agreement on which indicators to pursue must occur, too. Otherwise, diverse viewpoints feel cheated about not knowing what overall change took place relative to the indicator they were most interested in tracking.

Green, R. S. (2003). Assessing the productivity of human service programs. *Evaluation and Program Planning*, 26(1), 21-27.

Green, R. S. (2005). Assessment of Service Productivity in Applied Settings: Comparisons with Pre- and Post-status Assessments of Client Outcome. *Evaluation and Program Planning*, 28(2), 139-150.

Heaton, H. (1977). *Productivity in service organizations: Organizing for people*. New York: McGraw-Hill.

Hill, P. (1976). On goods and services. *Review of Income and Wealth*,

Grantees Connected Child and Youth Customers to More Than Two New Caring and Supportive Adults

BEST-funded staff assessed 1,205 child/youth customers and determined that because of their BEST-funded program, their child/youth customers were connected to an additional 2.6 caring and supportive adults. Research has found that an important variable for the development of resilient youth is for youth to be connected to caring and loving adults who can be there to assist them to bounce back and solve problems faced in their lives. These adults are also good pro-social role models to show youth other methods and ways to respond to problems that they face in their lives. The number of new, caring and supportive adults in the lives of youth is up from last year's 2.4

Child and Youth Customer Participation Level Was Close to High

Additionally, the staff assessed the customers' participation level in BEST-funded services. The staff ranked the youth's participation level according to the following scale: 5 = Very High, 4 = High, 3 = Average, 2 = Low, and 1 = Very Low. The staff assessment of the level of customer participation in BEST services was bordering on high with a score of 3.9. Research clearly shows that the participation level of customers is a clear predictor of the success of the program in meeting the goals for positive change in their customers. Scores are slightly down this year compared to last year's 4.0 score.

Child and Youth Customer Participation and Expectation Level in Home, School, and Community Was High

Staff assess the resiliency variables of participation and expectation in home, school, and community. Staff assessed if the participation and expectation levels at home, school, and community improved, stayed the same, or got worse. Evaluators give the staff assessments a summary score for participation and expectations. This year, the assessments declined slightly from last year's assessments with 73.1% of the child and youth customers showing growth in participation compared to last year's 74.1. The level of expectation at home, school, and the community increased slightly this year to 71.6 as compared to last year's score of 71.5%.

Why is this important?

Youth need caring and supportive adults who provide structure in their life to assist them to build the resiliency assets to function in our society. One critical component to youth developmental asset theory is resiliency. Resiliency is a concept first popularized in the early 1970s. Robert Brooks of Harvard University explains: "The hallmark of a resilient child includes knowing how to solve problems or knowing that there is an adult to turn to for help. A resilient child has some sense of mastery of his own life, and if he gets frustrated by a mistake, he still feels he can learn from the mistake." The extensive research on resiliency of Bonnie Benard, Senior Program Associate of WestEd's School and Community Health Research Group, indicates that the three core variables of resiliency are:

1. The presence of caring and supportive adults in the home, school, and community.
2. High expectations of the youth in the home, school, and community; and
3. Meaningful participation of the youth in the home, school, and community.

Caring and Supportive Adults

Dr. Emmy Werner of the University of California, Davis has conducted decades of longitudinal research on resiliency and provides the foundation for the resiliency framework in prevention and intervention. She writes that:

"Other buffers that we do know seem to cut across different cultures, creeds, and races: There's no doubt about it, a close bond with a competent, emotionally stable caregiver seems to be essential in the lives of children who overcome great adversities. As we know from studies of resilient children a lot of this nurturing can come from substitute parents, such as grandparents, aunts, uncles, older siblings."

Dr. Werner suggests that the presence of a caring and supportive adult is especially important in fostering resiliency. While policy makers, educators, and other community leaders do not necessarily have control over the circumstances that create adversity for youths, they ought to focus on how best to support youth in overcoming it.

How do we measure service quality?

Service quality is a very difficult concept to measure. Robert Pirsig (best known for “Zen and the Art of Motorcycle Maintenance”) states: “Quality doesn’t have to be defined, you understand it without a definition.” Dr. Rex Green of the BEST Evaluation Team challenges Mr. Pirsig by using the BEST Evaluation System to define quality for this report as a measure of producing targeted changes in youth consistently.

Dr. Green’s measure is one of many ways quality can be defined. Even though quality is a very subjective concept to assess, by utilizing the service productivity data collected, we can measure whether the services were equally effective for all customers surveyed. If there is a wide range of effectiveness in serving customers, the service quality score will be lower. If a grantee delivers consistently effective services to all their customers, then their service quality score will be higher. A quality program should be designed to produce the desired changes in all customers. Therefore, dividing average service productivity, or the level of targeted changes achieved, by the variability in service productivity across youth served, will reveal whether high service

productivity was achieved for nearly all youth. Since service productivity varies from 100% to minus 100%, service quality can vary from a large negative number to a large positive number.

Quality exceeding 1.0 is desirable. High levels of quality exceed 3.0. Service quality greater than 10 may indicate that nearly all youth got better on every targeted change noted in the survey. At that point, we recommend that the service agency revise their survey questions and ask about targeted changes that require greater effort to produce on the part of staff, in order to start a new round of service quality improvement. Also important is whether levels of service quality are increasing or decreasing. Decreasing quality warrants a closer look at agency operations. Discussions of decreasing quality can be initiated by brainstorming possible reasons for the decline. Further investigation of possible reasons might be pursued with root cause analysis or charting how service activities cause changes in youth. Performance goals may need to be revised in order to improve service quality in the future.

Grantees’ service quality scores are found in Appendix A.

Were our services equally effective for all our customers?

Service quality is a measure of the consistency of the service provided. Higher service quality scores mean that the services consistently deliver targeted changes or benefits for children and youth customers. A service quality score of 1 or above is desirable and a score of 3 or above is high.

Table 42

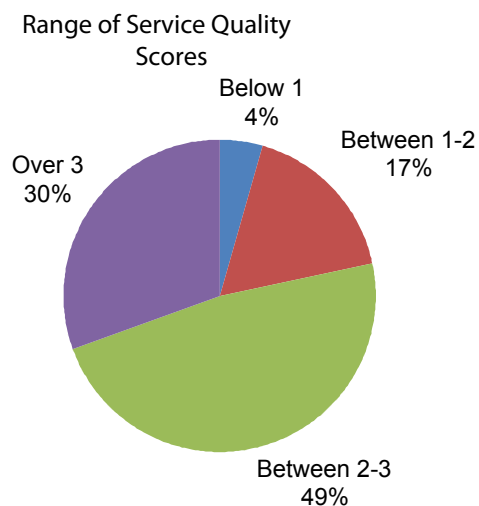
Service Quality Score Asset Development		Change in Service Quality
Fall 07	Fall 08	
1.9	2.3	Improving

Whether the levels of service quality are increasing or decreasing is also important. Decreasing quality warrants a closer look at grantee operations. Collectively BEST grantees’ service quality increased slightly when comparing this year’s scores to last year’s scores. The average service quality score is in between desirable and high.



Desirable Service Quality Levels Were Obtained by 100% of BEST Grantees.

Chart 23



Why is this important?

Service quality is important to the understanding of whether or not providers were able to consistently produce desired changes in their customers. The service quality scores are also valuable in understanding how the BEST-wide effort fared.

Each BEST grantee is given a service quality score for their grantee-selected service productivity scores. The graph above shows that all the grantees but one had desirable service quality scores and thirty percent (30%), or seven grantees, had high levels of service quality. The one grantee, Santa Clara County Office of Education Foundry Community Day School, did not submit surveys in the spring. Their service quality score was 1.7 and desirable for their winter sampling.



How do we assess reliability?

In the most general sense, “reliability refers to the degree to which survey answers are free from errors of measurement” (American Psychological Association 1985). The reliability of the scales designed by each service provider was determined by calculating the internal consistency of the items. Cronbach’s alpha was calculated for the re-scored item responses (e.g., 1,0,-1 in the case of service productivity).

Reliability ranges from 0 or no consistency to 1, complete agreement among the agency specified items, i.e., the youth answer the items so as to create a perfect ordering of items and youth. Desired levels of reliability are determined by the purpose behind using the scores. If decisions need to be made about placing a particular youth in one program versus another, the level of reliability should exceed .90. If decisions will be made about groups of youth, such as whether males or females benefited more from the program, the level of reliability should exceed .75. If multivariate analyses of these data are pursued to clarify patterns of service effectiveness, the level of reliability should exceed 0.60. Levels above 0.60 were considered good.

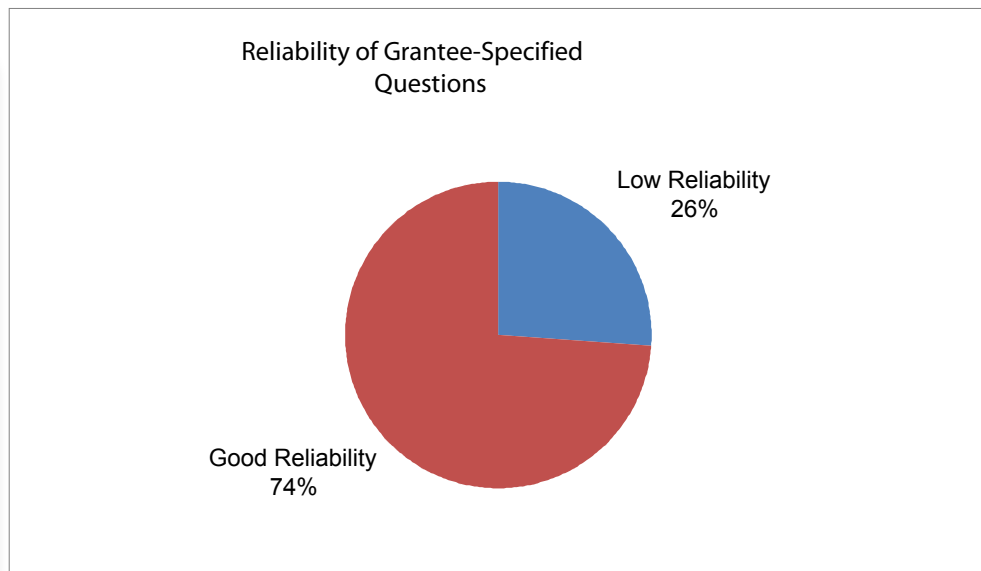
Evaluators plan to assist the 26% of grantees (6 grantees) whose reliability of questions was low .

Some Reasons for Low Reliability

Reliability of agency-specified questions is calculated to ensure that decisions being made about the effectiveness of services are based on accurate information. A reliability score of 0.60 or higher indicates that the answers to the agency-specific questions were provided in a consistent enough manner by the youth customers, or parents if the youth were not questioned. Lower reliabilities may be caused by the following: 1. The reliability could not be calculated because all youth provided the same answer to every question; similarly, low reliabilities occur when nearly every youth provides the same answer to all questions. 2. The questions relate to multiple underlying factors of client outcomes, thereby lowering the inter-item agreement; frequently, one question taps a different domain of information and needs to be dropped. 3. The youth were not prepared to answer the questions or did not have enough time or motivation to answer truthfully, thereby answering in a more random manner. 4. Too few youth were sampled, possibly at different times, leading to a weakly determined estimate of reliability that veered lower. Agency staff should contact the evaluators to learn more about why their reliability level fell below 0.60, so that the cause, whatever it may be, can be addressed.

Chart 24

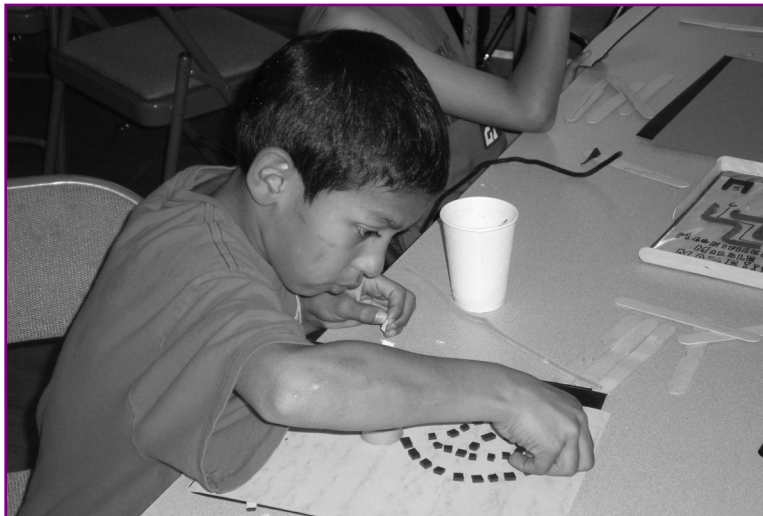
Why is this important?
Program-specific questions are developed by providers to determine direct service productivity. Reliability is important since it alerts stakeholders whether or not these developed questions are free from errors of measurement.



Performance

The section on performance describes how each of the 23 BEST Grantees did in meeting the performance goals set by BEST. Performance uses the BEST strategic areas to review the 23 grantees.

1. BEST Grantees' Efficiency and Effectiveness Performance , go to page 72.
2. Service Performance Index, go to page 74.



Indicators of Performance - Effectiveness and Efficiency

CCPA evaluated the performance of each of the 23 BEST grantees relative to their effectiveness and efficiency. Two indicators of efficiency are Percentage of Contracted Services Delivered and Cost per Hour of Service. Two indicators of effectiveness are Youth Customer Satisfaction and Service Productivity. The definitions of the key performance indicators follows:

Percent of Contracted Services Delivered should be minimally 100% for the contract period. BEST grantees measure the amount of service delivered by reporting the number of hours of direct service provided to customers across the various activities.

Cost per Hour of Service for BEST funds is calculated by dividing the amount of BEST funds expended by the number of hours of direct service delivered. Cost per hour of service for total funds is calculated by dividing the amount of BEST funds and matching funds by the number of hours of direct service delivered. No performance goal is set for cost per hour but readers can compare the cost per hour of services among grantees contracted to provide similar services to determine if the cost per hour is reasonable.

Youth Customer Satisfaction is determined by child and youth responses to four questions about satisfaction with the services they received. The four questions are summarized into a score which ranges from 0% (low) to 100% (very high). BEST has set a performance goal of 80% for this measure. Note to reader: grantees that serve children under five years old use parent satisfaction scores.

Service Productivity is a measure which is used to determine the effectiveness of BEST-funded services. This measure is a summary score and reflects whether customers gained new skills or positive behaviors as a result of receiving services. The score is a percentage that can be positive (customer is better off) or negative (customer is worse off) and is calculated by taking the percentage of targeted changes achieved minus the percentage missed. Grantees do not get credit for customers who indicate that they did not experience any change in attitudes, behaviors, skills or knowledge. For most grantees there are two types of service productivity - one that measures child and youth developmental assets (asked by all grantees) and the other that measures program-specific changes, as determined by the grantee. The goal for both Service Productivity scores is 60%.

BEST Performance Goal Targets

Summary:

- Percent of contracted service delivered: 100% is goal.
- Customer satisfaction rate: 80% is goal.
- For Both Service Productivity Rates : 60% is goal.



Performance - BEST Grantees

BEST funded 23 contracts to provide service in Cycle XVII.

The following table indicates the performance scores for efficiency and effectiveness of services by grantee. A shaded area indicates a performance goal that was missed. Fourteen (14) BEST grantees met all four of their performance goals. Nine (9) grantees missed one or more effectiveness and/or efficiency performance goals.

Table 43

BEST Service Provider Cycle XVII 2007-2008	Efficiency			Effectiveness		
	Percent of Contracted Service for Year	Cost per Hour of Service for Year BEST Funds	Cost per Hour of Service for Year Total Funds	Youth Satisfaction Rate	Youth-rated Asset Development Service Productivity	Youth-rated Grantee Selected Service Productivity
Bill Wilson Center	115%	\$4.47	\$5.37	90%	88%	90%
California Community Partners for Youth	185%	\$5.15	\$6.18	83%	74%	72%
California Youth Outreach	138%	\$20.17	\$24.98	89%	79%	75%
Catholic Charities-YES	167%	\$8.77	\$10.44	85%	69%	67%
Cross-Cultural Community Service Center	110%	\$36.52	\$45.28	82%	77%	85%
Family Children Services	108%	\$9.64	\$15.13	88%	73%	71%
Filipino Youth Coalition	133%	\$3.56	\$4.72	98%	89%	72%
Firehouse	375%	\$7.83	\$11.36	88%	87%	87%
Fresh Lifeline for Youth	108%	\$8.73	\$29.26	94%	86%	94%
George Mayne School	122%	\$8.17	\$10.96	94%	90%	84%
Next Door Solutions to Domestic Violence	135%	\$6.28	\$17.44	82%	66%	82%
Pathway Society	124%	\$13.17	\$15.81	83%	76%	79%
ROHI Alternative Community Outreach	170%	\$3.52	\$12.23	95%	74%	78%
Volunteer Center of Silicon Valley	128%	\$26.64	\$43.77	87%	90%	87%
BEST Grantees that Missed One or More Performance Goals						
Alum Rock Counseling Center	112%	\$38.86	\$48.23	79%	69%	80%
Asian American Recovery Services	123%	\$37.97	\$49.35	84%	57%	80%
Center for Training and Careers	153%	\$2.32	\$2.78	85%	53%	67%
EMQ Children & Family Service	121%	\$9.65	\$14.90	76%	64%	65%
Foundry School	70%	\$8.93	\$17.32	ND	ND	ND
Friends Outside	115%	\$6.86	\$12.42	77%	64%	62%
Girl Scouts-Got Choices	123%	\$9.19	\$23.70	73%	46%	53%
Mexican American Community Services Agency	126%	\$22.70	\$28.62	77%	61%	65%
UJIMA Adult & Family Services	63%	\$31.24	\$37.48	87%	69%	66%
Total All BEST Service Providers	135%	\$9.65	\$14.56	85%	72%	75%
Percent of Grantees Who Made Performance Goal	91%			74%	83%	91%

Summary of Performance

Grantees that Met All Four Performance Goals:

1. Bill Wilson Center
2. California Community Partners for Youth
3. California Youth Outreach
4. Catholic Charities-YES
5. Cross-Cultural Community Service Center
6. Family Children Services
7. Filipino Youth Coalition
8. Firehouse
9. Fresh Lifelines for Youth
10. George Mayne School
11. Next Door Solutions to Domestic Violence
12. Pathway Society
13. ROHI Alternative Community Outreach
14. Volunteer Center of Silicon Valley

Grantees that Met Three Out of the Four Performance Goals:

1. Alum Rock Counseling Center
2. Asian American Recovery Services
3. Center for Training and Careers
4. EMQ Children & Family Service
5. Friends Outside
6. Mexican American Community Services Agency
7. UJIMA Adult & Family Services

Grantees that Met One Out of the Four Performance Goals:

1. Girl Scouts-Got Choices

Grantees that Missed All of the Four Summary Performance Goals:

1. The Foundry School

Service Performance Index By BEST Grantee

When a wide variety of information is assembled about the performance of human service organizations, many people ask if a method can be developed to combine such information into one overall indicator. The Performance Logic Model requires that data regarding effort and effect be presented for all agencies and each agency separately. This BEST evaluation produced information about nine categories of performance, six relating to effort and three relating to effect. Across the nine categories, 31 distinct measures are covered. Another 25 measures are processed and reported in the annual report. Since it is impossible to mentally combine this information to gain an overall impression of how well the BEST grantees performed, let alone compare two or more grantees, our evaluation team developed the Service Performance Index (SPI) to mathematically integrate the performance data.

Whenever someone asks “What does the SPI mean?” the answer can be found in the model selected to guide the construction of such a score. The model selected for the SPI is the most widely used to measure overall performance of for-profit and not-for-profit organizations. The performance criteria and rating system associated with the Malcolm Baldrige national quality award guided the construction of the SPI. The Criteria are designed to help organizations use an integrated approach to improving performance by promoting:

- Delivery of ever-improving value of care to all customers and stakeholders, such as the children, youth, parents, and community residents of San José.
- Improvement of overall effectiveness and productive capabilities of any organization, such as the BEST service providers.
- Organizational and personal learning.

The U.S. Department of Commerce is responsible for the national award program, and the National Institute of Standards and Technology (NIST) manages the program. The American Society for Quality (ASQ) assists in administering the program under contract to NIST. Most states operate a state award program modeled after the national program. In California the California Council for Excellence administers the state program. The state award program includes a team review of the application and a visit to the organization, if enough points are earned to qualify for the bronze level. Unlike the national award program, three levels of awards are made each year based on three cutoff scores. Applying for an award from the state program is a way to become more competitive for the national award. National awards are made to an average five organizations annually, although if no organization meets the high standards of

performance excellence, NIST can elect to make no awards. The NIST website, www.nist.gov, is the official source of the performance criteria and other information about the national award program.

Because the purpose of adopting the Baldrige performance criteria was to guide the selection of indicators of overall performance, we followed the rating system developed for Baldrige examiners to report how well an organization is performing. This system divides organizational performance into three categories: approach, deployment, and results. Approach includes how an organization is designed to operate effectively; deployment involves what the organization does to implement the design, and results refer to what is achieved. We reviewed the measures collected for our report and assigned them to one of these three categories (see Table 44 on the next page). For example, the first measure is based on ratings by the evaluation team of the likelihood that the program design and its underlying philosophy adopted by the service agency would improve the developmental assets of their youth customers. The following table lists the measures and summarizes how each measure was scored before combining all measures into one aggregate index of performance, the SPI. Points were calculated on the same scale as for the Baldrige performance criteria, 0 to 1000; however, we modified the point totals slightly for each of the three areas, making approach worth 250 points, deployment worth 250 points, and results worth 500 points.



How is the SPI Indicator Calculated?

Table 44

Area	Indicator	Possible Points	Definition
Approach	Staff ratings of 28 performance characteristics contrasting importance of accomplishing with actual achievement—how well does intent align with perceived accomplishment	125	Sum of differences between importance and achievement across 28 items, adjusted for the number of staff reporting; scale reversed and shrunk to 0-1
	Staff ratings of 9 agency exemplary practices—how capable of doing well is this service team	125	Original scale was 1-5, adjusted to 0-1, averaged across all staff reporting for each agency
Deployment	Cost per customer—lower means more can be served	20.83	Number of registered customers divided by BEST grant funds spent, then magnified to 0-1 range
	Coverage of types of surveys needed from agency—complete reporting yields more useful information	20.83	Percent of types of surveys collected relative to needed
	Comparison of actual service hours versus planned service hours	20.83	Percent of actual to planned services, converted to 0-1 range
	Level of need of youth over 10 years of age (omitted if none served)—highest priority is serving those in need	20.83	RPRA total scores with range reversed, then the range reduced before adjusting to 0-1 where 1 reflects low assets and high need, 0 maximum assets
	Percent of effects scores collected—complete reporting yields more useful information	20.83	Count of effects scores obtained divided by total number of scores agency should have provided
	Surveys collected compared to BEST grant funds spent—were resources used to collect important information	20.83	Total surveys recorded divided by BEST grant funds spent, then magnified to 0-1 range
	Expending of grant funds being on schedule—did spending match or exceed needs as indicated in proposal	20.83	Percent of BEST funds expended during fiscal year that were awarded
	Representativeness of sample of youth surveys collected relative to youth served—how well do these results tell the complete story of how youth fared	20.83	Percent of youth served that were surveyed, adjusted upward as more youth were surveyed, since the larger agencies can survey a smaller percent of their youth customers; scores exceeding 1 capped at 1
	Extent of services relating to gangs	41.66	Sum of percents for five categories of services for gang problems, maximum=100%, converted to 0-1
	Ten staff ratings of the quality of their work experiences—do staff feel comfortable in their workplace	20.83	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring
	Staff ratings of 10 organizational management best practices—do managers lead effectively	20.83	Averaged responses across all staff reporting; 0 meant not occurring, 1 meant occurring
Results	Cost per hour of service—getting more services for the money	167	Actual hours of service divided by amount of total funds spent, then magnified to 0-1 range; score multiplied by 3 to give this indicator one-third the weight of the effects indicators
	Satisfaction of youth—do youth like what happens	55.5	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Satisfaction of parents—do the parents like what happens to their children	55.5	Average level of satisfaction, or zero if insufficient number of surveys supplied
	Asset development productivity reported by youth—did the services produce more youth assets	55.5	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Agency-specific productivity reported by youth—did the services accomplish selected goals for the youth	55.5	Average for all youth reporting, or zero if insufficient number of surveys supplied
	Service quality reported by youth for asset development—was the approach taken equally effective for all customers in increasing youth assets	55.5	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
	Service quality reported by youth for agency-specified questions—was the approach taken equally effective for all customers in meeting specified goals	55.5	Quality calculated as average productivity divided by variability across youth; score range then shrunk to 0-1 and any extreme scores capped
Total SPI		1,000	

How can grantees use their SPI to improve?

Each indicator was converted to a 0-1 scale, unless its range already was 0-1, by shifting the lowest value to zero with a constant, then multiplying by the reciprocal of the largest score. Eight of the indicators required some additional adjustment to place the distribution of scores in the 0-1 range, so that the differences among service organizations would be noticeable. After the original range of scores was converted to 0-1, the distribution was examined for skewness and spread. Spread was increased by truncating the range and revising the scores to more nearly cover the entire 0-1 range. Skewness was removed by capping the range about where the frequency of scores became zero, and adjusting extreme scores up or down to fit in the reduced range. These adjustments must be performed when processing new data; the actual adjustments depend on the distributional properties of each indicator. Increasing the spread in this manner is a linear adjustment and does not alter the correlations among the indicators; reducing skewness is a nonlinear adjustment that resembles a logarithmic transformation, in that it pulls in extreme scores. Such transformations often increase the correlation between pairs of variables.

In order to strengthen the validity of the SPI, minimum sample sizes were applied to the indicators involving data collected from stakeholders. If insufficient data were available to calculate an indicator, then zero points were awarded. The following minimums were selected: 5 or more of each type of survey to count as a type; 10 surveys of parents if 25 or more youth customers served and 20 surveys of youth if 25 or more youth customers (including young parents as customers) served to earn a corresponding productivity, satisfaction, or quality indicator score. Clearly, groups can improve their performance index scores dramatically by getting adequate samples of their customers' opinions.

Summarizing, service organizations score higher on the SPI when they do the following:

1. Choose a service model that is more likely to increase the developmental assets of their youth customers;
2. Train staff to achieve goals closely related to what management considers important, rather than trivial;
3. Strive to deliver services following some exemplary organizational practices;
4. Strive to serve more customers with the BEST funding received;
5. Gather representative samples of each type survey: youth opinions, parent opinions, staff opinions, and the youth developmental assets assessment (RPRA) in the fall;
6. Serve youth with lower developmental assets;
7. Collect and submit more than 15 parent surveys and 20 youth surveys so that all of the effects scores will be computed;
8. Spend 100% of their BEST funding allocation;
9. Gather enough youth surveys to adequately represent their customers' views on how much the services helped them;
10. Promote rewarding work experiences for staff;
11. Manage service operations knowledgeably;
12. Manage the delivery of service activities so the cost per hour of service does not shoot upward;
13. Deliver services that the youth and parent customers perceive as helpful;
14. Deliver helpful services to every customer, not just those who are easy to serve.



Service Performance Index (SPI) by BEST Grantee by Strategic Cluster

Readers are reminded that a score over 600 is desirable and meets the performance goal. SPI scores over 700 are considered high scores. Projects are unique and different. So if comparisons are to be made between projects readers should compare similar projects. One cannot compare a counseling program to an after school program. SPI scores are clustered by the strategic clusters - Early Intervention Services and High-Risk Intervention Services. The major factor to determine this clustering included :

- The level of RPRA scores on youth assets with low assets signifying youth were in the high risk group
- Level of gang involvement,
- Age of customers (younger customers are in early intervention)
- Intensity of service
- The type and cost per hour of intervention services
- Aftercare services for youth coming out of incarceration are considered high risk intervention services

The continuum runs from Prevention to Early Intervention to High Risk Intervention to Suppression. By breaking intervention services into two clusters, it allows the reader to compare grantees based on similar customers and intervention strategies.

BEST Early Intervention Grantees

The following Early Intervention Grantees are listed in order of high to low SPI scores.

Table 45

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
Filipino Youth Coalition	232	180	424	836	133
George Mayne School	231	169	362	762	59
California Community Partners for Youth	198	183	358	740	37
Volunteer Center of Silicon Valley	195	189	328	712	9
Friends Outside	219	156	262	637	-66
Family and Children Services- FAST	106	154	270	530	-173
Average SPI Score for Early Intervention				703	

One grantee missed the SPI score performance goal of 600 and four grantees had high SPI scores over 700. The high performing SPI scores were achieved by Filipino Youth Coalition, California Community Partners for Youth, George Mayne School, and the Volunteer Center of Silicon Valley. The grantee that needs to improve their SPI score is Family and Children Services - FAST.



BEST High Risk Intervention Grantees

The following High Risk Intervention Grantees are listed in order of high to low SPI scores.

Table 46

BEST Service Provider FY 2007-2008	Approach	Deployment	Results	SPI Score	SPI Difference from Cluster
Bill Wilson Center	218	187	435	841	183
Fresh Lifeline for Youth	223	200	334	757	99
Catholic Charities-YES	237	192	294	723	65
Center for Training Careers	219	166	329	714	56
Firehouse	168	195	350	713	55
ROHI Alternative Community Outreach	201	187	301	690	32
California Youth Outreach	223	192	273	688	30
Next Door Solutions to Domestic Violence	203	203	281	687	29
Pathway Society	202	189	295	687	29
Cross-Cultural Community Service Center	176	190	307	673	15
EMQ Children & Family Service	204	203	258	665	7
Alum Rock Counseling Center	193	191	269	653	-5
Mexican American Community Services Agenc	195	201	233	629	-29
UJIMA Adult & Family Services	199	162	252	613	-45
Girl Scouts-Got Choices	200	206	181	587	-71
Asian American Recovery Services	205	173	195	573	-85
Foundry School	110	140	38	289	-369
Average SPI Score for High Risk Intervention				658	

Three (3) grantees missed the SPI score performance goal of 600 and five (5) grantees had high SPI scores over 700.

The high performing SPI scores (700 or higher) were achieved by :

1. Bill Wilson Center
2. Fresh Lifelines for Youth
3. Catholic Charities-YES
4. Center for Training Careers
5. Firehouse

The three grantees that need to improve their SPI scores are:

1. Girl Scouts-Got Choices
2. Asian American Recovery Services
3. Foundry School (Note: Foundry School did not do any surveying of customers and parents in the spring of 2008, thus, their low SPI score.)



SPI Comparison of This Year to Last Year

Year-to-Year Comparison of SPI Scores

Table 47

BEST Service Provider FY 2007-2008	Last Year's SPI Score (2006-07)	This Year's SPI Score (2007-08)	Difference in SPI Scores
Alum Rock Counseling Center	627	653	26
Asian American Recovery Services	New	573	
Bill Wilson Center	713	841	128
California Community Partners for Youth	New	740	
California Youth Outreach	663	688	25
Catholic Charities-YES	662	723	61
Center for Training Careers	649	714	66
Cross-Cultural Community Service Center	610	673	63
EMQ Children & Family Service	610	665	55
Family Children Services- FAST	579	530	-49
Filipino Youth Coalition	600	836	235
Firehouse	New	713	
Foundry School	New	289	
Fresh Lifeline for Youth	677	757	80
Friends Outside	704	637	-67
George Mayne School	659	762	103
Girl Scouts-Got Choices	565	587	22
Mexican American Community Services Agenc	681	629	-52
Next Door Solutions to Domestic Violence	643	687	44
Pathway Society	678	687	9
ROHI Alternative Community Outreach	656	690	34
UJIMA Adult & Family Services	579	613	34
Volunteer Center of Silicon Valley	636	712	75
Average SPI Score for High Risk Intervention	642	669	28

Collectively the BEST Grantees are showing continuous quality improvement from last year's SPI Scores.

Note to Reader: Four grantees are new this year and the following grantees funded last year did not qualify for this year's funding cycle for a variety of reasons but mainly they did not respond on a timely basis to the Request for Qualifications.

1. EHC LifeBuilders
2. Gardner Family Care
3. Parent Institute for Quality Education (PIQE)
4. San José Conservation Corp.
5. The Tenacious Group

BEST Administrative Process Performance

Each of the 23 grantees filled out a survey to determine their opinion of the effectiveness of the administrative and evaluation process in carrying out the goals of BEST and supporting the MGPTF Strategic Work Plan.

- Implement services in a comprehensive, coordinated and culturally appropriate design.
- Establish measurable and ambitious youth development outcomes.
- Effective in promoting continuous quality improvement?
- Emphasize collaboration between private non-profit and public entities.

Results of Grantee Staff Surveys

The following table indicates the grantee's opinion about how BEST performed. Grantees gave ratings of very effective (4), effective (3), somewhat effective (2), or not effective (1). The total score is the mean of the numerical values given each answer. This was the first year that grantees were asked to formally review the administrative process. The mean of the responses was effective with an average score of 2.96 or an effective rating. The lowest ranking with regard to effectiveness was in promoting continuous quality improvement with a score of 2.76. The highest rankings were for implementing services in a comprehensive, coordinated and culturally appropriate manner and establishing measurable and ambitious youth development outcomes. The rating this year should be discussed at the quarterly workshop to assist in continuous quality improvement.

Table 48

	Very Effective	Effective	Somewhat Effective	Not Effective	FY2007-08
	4	3	2	1	Score
How effective was San Jose BEST this year in implementing services in a comprehensive, coordinated, and culturally-appropriate way?	29%	57%	10%	5%	3.10
How effective was San Jose BEST in establishing measurable and ambitious youth development outcomes?	29%	57%	10%	5%	3.10
How effective was San Jose BEST in promoting continuous quality improvement?	14%	52%	29%	5%	2.76
How effective was San Jose BEST in emphasizing collaboration between private non-profit and public entities?	15%	65%	15%	5%	2.90
Total Score	22%	58%	16%	5%	2.96

BEST Administrative Process Roles Performance

The following administrative processes were defined and evaluated in the survey of BEST grantees:

- **Receiving and Responding to RFQ Application** - Funding was based on responding to a Request for Qualifications (RFQ) to apply and then be granted BEST funds.
- **Grant Application Review and Appeals Process** – The review process included how each of the proposals is read, reviewed, and rated. The review process included the feedback from the review and the appeal process.
- **BEST - Grantee Information Exchange** - How well BEST assisted grantees to exchange information to assist them in working together to meet the needs of San José's children and youth.
- **BEST - Grantee Quarterly Reporting Process** - How well did the BEST quarterly reporting process function using the excel workbook?
- **Contract Negotiations** - Each grantee negotiated a performance contract that set goals for funds, service delivery, and intermediate results.
- **Contract Payments** – Grantees invoiced for funds spent every quarter.
- **Evaluation of Grantee Performance** – The quarterly reporting process allowed grantees to report the effort of their grant and to invoice for payment for services rendered.
- **Training to Provide Evaluation Information** – Grantees attended workshops and were coached and assisted by the BEST evaluation team in developing their evaluation design and instruments, as well as implementation of the BEST Evaluation System.
- **Provision of Technical Assistance** – The BEST administration and evaluation team, as well as other grantees, assisted groups with technical assistance.
- **BEST Quarterly Meetings** – Grantees exchanged information and focus on upcoming administrative and evaluation tasks at the BEST Quarterly Meetings.

Table 49

	Works Well	Works Okay	Works Poorly, Needs Changing	Don't Know, No answer	Score FY2007-08
	3	2	1	0	Score
Receiving RFQ and responding	65%	35%			2.65
RFQ Application review and appeals	62%	29%		10%	2.43
BEST-Grantee information exchange	57%	33%	10%		2.48
Quarterly reporting process	60%	40%			2.60
Contract negotiations	45%	40%	5%	10%	2.20
Contract payment process	75%	15%	5%	5%	2.60
Evaluation of grantee performance	65%	25%	10%		2.55
Training to provide evaluation information	67%	19%	14%		2.52
Provision of technical assistance	65%	35%			2.65
BEST quarterly meetings	52%	43%		5%	2.43

Overall the administrative roles were rated between working well and working okay. The highest rated tasks were receiving the RFQ and "Responding and the Provision of Technical Assistance." The lowest rating was for "Contract Negotiations." There is room for improvement over the next year.

How did grantees rate the BEST administrative process?

The following table shows average ratings of the grantee staff that responded to the survey about the effectiveness of the three components of the BEST administrative process - San José BEST Support Staff and Analysts, BEST Administrative Staff, and the BEST/CCPA Evaluation Team. Grantee staff gave ratings of very effective (4), effective (3), somewhat effective (2), or not effective (1). The total score is the mean of the numerical values given each answer. The mean of the responses was between "Very Effective" and "Effective" with total score of 3.75.

Table 50

	Very Effective	Effective	Somewhat Effective	Not Effective	FY2007-08
	4	3	2	1	Score
San Jose BEST Support Staff and Analysts	76%	19%	5%		3.71
San Jose BEST Administrative Staff	67%	33%			3.67
CCPA Evaluation Team	86%	14%			3.86
Total Score	76%	22%	2%		3.75

City of San José – BEST Grantees Performance School Staff Survey FY 2007-08

The largest referral source for BEST grantees is the San José schools. As a result of schools making so many referrals, this year the school staffs were asked to fill out an evaluation of the services provided by the BEST grantees. The results are very positive as indicated by the following frequency scores. CCPA has not developed a summary score for this beta test of the survey but will in the future. The survey shows promise of high customer satisfaction and effectiveness in assisting students to build and use their resiliency assets in school.

The survey asked school staff as a recipient of services from the San José BEST agency to evaluate how well the BEST agency is doing at their school. Responses from school staffs to the following questions were intended to assist BEST-funded agencies to improve services for their youth customers. BEST received responses from 76 school staff members who had referred their students to BEST grantee agencies for service.

Frequency of School Staff Responses:

1. In general, how would you rate the services provided by the staff of the BEST-funded agency?

67% Excellent 33% Good 0% Average 0% Fair 0% Poor 0% Don't Know

2. How would you rate this agency's service and care provided to your students?

64% Excellent 35% Good 1% Average 0% Fair 0% Poor 0% Don't Know

3. How well did this agency's services meet your students' needs?

46% Exceeded 46% Met 7% Nearly Met 0% Missed 1% Don't Know

4. When you contact this agency how responsive are they?

85% Very Responsive 3% Somewhat Responsive 0% Not Responsive 12% Don't Know

5. The staff member(s) of this agency were able to build a caring relationship with your students.

73% Strongly Agree 23% Agree 0% Disagree 0% Strongly Disagree 0% Don't Know

6. The staff member(s) working with your students were able to increase students' expectations for success.

66% Strongly Agree 34% Agree 0% Disagree 0% Strongly Disagree 0% Don't Know

7. The staff member(s) working with your students were able to increase the students' participation in school, after school, and community activities.

48% Strongly Agree 34% Agree 0% Disagree 0% Strongly Disagree 0% Don't Know